Bachelor of Business Administration (Computer Aided Management)

Scheme & Syllabus

(NEP Based)

Revised

w.e.f. Academic Session 2024-2025

3 Year Degree/ 4 Year Hons /
4 Year Hons. with Research

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY

SECTOR-16C, DWARKA, NEW DELHI-110078

Background Note:

BBA-CAM Students are expected to exhibit the following abilities of learning after the completion of the Graduate Program in Business Administration -

1. Effective communication and professional presentation skills
2. Comprehensive knowledge on concepts of Business Management
3. Proficiency in technological skills necessary for business decision making
4. Critical thinking and analytical skills for business problem solving
5. Innovation and creativity for striving towards an entrepreneurial mindset
6. Leadership abilities to build efficient, effective, productive and proactive teams
7. Responsible citizenship towards social ecosystem
8. Expertise in initiatives towards the achievement of SDGs
9. Inclusivity and respect towards diversity in culture and societies
10. Attitude towards continuous learning and improvement

Need for Syllabus Revision:

As per the feedback of students, alumni, teachers and Employers, a need was felt to update the curriculum of the BBA-CAM program to make it industry ready. In addition, with New Education Policy 2020, the curriculum of BBA-CAM was required to incorporate the features such as: CBCS, Multi-entry and Multi-exit, Academic Bank of Credits, etc. The current syllabus and scheme has been worked out for 3 and 4 years with flexible entry and exit.

INDUCTION PROGRAM

The Essence and Details of the Induction program can also be understood from the 'Detailed Guide on Student Induction program', as available on the AICTE Portal.

Induction program (mandatory) Induction program for students to be offered right at the start of the first year.	**Three-week duration (to be conducted simultaneously with classes)** Physical activity • Creative Arts • Universal Human Values • Literary • Proficiency Modules • Lectures by Eminent People • Visits to local Areas • Familiarization to Department/Branch & Innovations

SCHEME OF EXAMINATIONS

Criteria for Internal Assessments

- All theory courses have internal assessment of 40 marks and 60 marks for external examination.
- For the courses related to labs, summer trainings and projects, internal assessment is 40 marks and external examination is 60 marks.

The internal assessment of the students (out of 40 marks) shall be as per the criteria given below:

1. **Class Test** **15 marks**
   Written Test Compulsory (to be conducted as per Academic Calendar of the University

2. **Individual Assignments /Presentation/ Viva-Voce/ Group Discussion/ Class Participation** (at least two activities to be considered) **25 marks**

Note: Record should be maintained by faculty and made available to the University, if required.

CREDIT REQUIREMENT OF THE PROGRAM

Degree/ Certificate	Duration (in years)	Specialization	Total Credits	Minimum Credits required
BBA(CAM) Degree in Major Specialization	3	Single Major with single Minor	139	131
BBA(CAM) Degree in Double Major Specialization	3	Double Major	147	139
BBA(CAM) (Hons.)	4	Honours	BBA Degree Credits + 40	171 (Single Major) 179 (Double Major)
BBA(CAM) (Hons. with Research)	4	Honours with Research		

Distribution of Credits for 3year/4year BBA-CAM Programme with Multiple Entry-Exits

Semester	Discipline Specific Course(DSC)/ Major	Inter-Disciplinary Course / Minor	Multi-disciplinary Course (MDC)	Skill Enhancement Course (SEC)	Ability Enhancement Course (AEC)	Value Added Course (VAC)	Internship/ Vocational/ Inhouse Industrial/ Work Based Training	Dissertation/ Seminar/ Research Project	Semester wise Total
I	12	4		4	2	2			**24**
II	12			3	2	2	4		**23**
III	12	8	3	2	2				**27**
IV	12	4	3	2	2	2			**25**
V	8	4/8*	3	2			4		**21/25**
VI	12	7/11*							**19/23**
VII	12	8							**20**
VIII	12	8							**20**
VIII (Research)		8						12	**20**

* The student who will opt for a double major degree needs to complete these two additional courses, one each in V and VI semesters.

Summary of Credits Year Wise (Single Major Specialization with single Minor Specialization)

Year/ Programme	Discipline Specific Course (DSC)/ Major	Inter-Disciplinary Course / Minor	Multi-disciplinary Course (MDC)	Skill Enhancement Course (SEC)	Ability Enhancement Course (AEC)	Value Added Course (VAC)	Internship/ Vocational/ Inhouse Industrial/ Work Based Training	Dissertation/ Seminar/ Research Project	Semester wise Total
1 year Certificate	24	4	0	7	4	4	4	0	**47**
2 Year Diploma	48	16	6	11	8	6	4	0	**99**
3 Year Degree	68	27	9	13	8		8	0	**139**
4 Year Hons.	92	43	9	13	8		8	0	**179**
4 Year Hons with Research	80	43	9	13	8		8	12	**179**

Summary of Credits Year Wise (Double Major Specialization)									
Year/ Programme	**Discipline Specific Course (DSC) / Major**	**Inter-Disciplinary Course / Minor**	**Multi-disciplinary Course (MDC)**	**Skill Enhancement Course (SEC)**	**Ability Enhancement Course (AEC)**	**Value Added Course (VAC)**	**Internship/ Vocational/ Inhouse Industrial/ Work Based Training**	**Dissertation/ Seminar/ Research Project**	**Semester wise Total**
1 year Certificate	24	4	0	7	4	4	4	0	**47**
2 Year Diploma	48	16	6	11	8	6	4	0	**99**
3 Year Degree	68	35	9	13	8	6	8	0	**147**
4 Year Hons.	92	51	9	13	8	6	8	0	**187**
4 Year Hons with Research	80	51	9	13	8	6	8	12	**187**

SCHEME OF EXAMINATION

FIRST SEMESTER EXAMINATION PROGRAMME: BBA-CAM						
S.No	Paper Code	Subject Title	Course Category	L(Hours)	T/P(Hours)	Credit
1.	BBA-CAM 101	Management Process & Organizational Behaviour	Discipline Specific Course / Major	4	-	4
2.	BBA-CAM 103	Software Engineering	Discipline Specific Course / Major	4		4
3.	BBA-CAM 105	Financial Accounting & Analysis	Discipline Specific Course / Major	4		4
4.	BBA-CAM 107	Business Economics	Inter- disciplinary Course /Minor	4	-	4
5.	BBA-CAM 109	Entrepreneurial Mindset (NUES)	Ability Enhancement Courses	2	-	2
6.	BBA-CAM 111	Life Skills & Personality Development (NUES)	Value- Added Courses	2		2
7.	BBA-CAM 113	IT Applications in Business	Skill Enhancement Course	3	-	3
8.	BBA-CAM 115	IT Applications in Business Lab	Skill Enhancement Course		2	1
		Total Credits		**23**	**1**	**24**

SECOND SEMESTER EXAMINATION PROGRAMME: BBA-CAM						
S.No	Paper Code	Subject Title	NEP Category	L(Hours)	T/P(Hours)	Credit
1.	BBA-CAM 102	Business Mathematics	Discipline Specific Course / Major	4		4
2.	BBA-CAM 104	Object Oriented Programming using C++	Discipline Specific Course / Major	4		4
3.	BBA-CAM 106	E-Commerce	Discipline Specific Course / Major	4		4
4.	BBA-CAM 108	Business Communication	Ability Enhancement Courses	2		2
5.	BBA-CAM 110	*MOOC	Value- Added Courses	2		2
6.	BBA-CAM 112	Object Oriented Programming using C++ lab	Skill Enhancement Course		4	2
7.	BBA-CAM 114	E-Commerce-Lab	Skill Enhancement Course		2	1
8.	BBA-CAM 116	Online/ Inhouse Industrial Skill-Based Training/ Apprenticeship	Internship	-	-	4
9.	BBA-CAM 118	Indian Knowledge Systems	Value- Added Courses	2		2
		Total Credits		**16**	**3**	**23**

*The student is required to choose one MOOC course of 2 credits as per his or her preference/choice from Swayam portal or any other online educational platform approved by the UGC / regulatory body from time to time at UG level and after completing the course, the student has to produce successful course completion certificate for claiming the credit. The course chosen by the student should be intimated to the MOOC Coordinator of the respective institution during the first semester.

Note: The students shall have an option to study the paper of BBA-CAM-118 Indian Knowledge Systems instead of BBA-CAM-110 MOOC as a value-added course.

UNDER GRADUATE CERTIFICATE IN BBA-CAM

Exit Criteria after First Year of BBA-CAM Programme:

1. The students shall have an option to exit after 1st year of Business Administration Program and will be awarded with a UG Certificate in Business Administration.
2. The exiting students will submit the Report during the end of the second semester and the same will be evaluated for the assessment.
3. Eligibility Criteria to get Certificate in Business Administration total 47 Credits to be earned from 1st Year BBA-CAM curriculum

Re-entry Criteria in to Second Year (Third Semester):

The student who takes an exit after one year with an award of certificate may be allowed to re-enter in to Third Semester for completion of the BBA-CAM Program within a period of maximum 3 years, subject to the condition with the total term for completing the degree course should not exceed 7 years.

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THIRD SEMESTER EXAMINATION PROGRAMME: BBA-CAM						
S.No	Paper Code	Subject Title	Course Category	L(Hours)	T/P(Hours)	Credit
1.	BBA-CAM 201	Database Management Systems	Discipline Specific Course / Major	4	-	4
2.	BBA-CAM 203	Decision Techniques for Business	Discipline Specific Course / Major	4		4
3.	BBA-CAM 205	Business Research Methodology	Inter- disciplinary Course /Minor	4		4
4.	BBA-CAM 207	Computer Networks	Discipline Specific Course / Major	4		4
5.	BBA-CAM 209	Database Management Systems Lab	Skill Enhancement Course		4	2
6.	BBA-CAM ***	Minor Elective-1	Inter- disciplinary Course /Minor	4	-	4
7.	BBA-CAM 221	NSS/NCC/ Club Activities (NUES)	Ability Enhancement Course		-	2
8.	***	Course Basket	Multi-Disciplinary Course	3		3
		Total Credits		**23**	**2**	**27**

FOURTH SEMESTER EXAMINATION PROGRAMME: BBA-CAM						
S.No	Paper Code	Subject Title	NEP Category	L(Hours)	T/P(Hours)	Credit
1.	BBA-CAM 202	Business Environment & Law	Discipline Specific Course / Major	4		4
2.	BBA-CAM 204	Operating Systems	Discipline Specific Course / Major	4	-	4
3.	BBA-CAM 206	Python Programming	Discipline Specific Course / Major	4		4
4.	BBA-CAM 208*	MOOC	Value- Added Courses	2		2
5.	BBA-CAM-***	Minor Elective 2	Inter- disciplinary Course /Minor	4		4
6.	BBA-CAM 220	Operating Systems Lab	Ability Enhancement Course		4	2
7.	BBA-CAM-222	Python Programming Lab	Skill Enhancement Course		4	2
8.	BBA-CAM-224*	Sustainability Practices	Value- Added Course	2	-	2
9.	***	Course Basket	Multi-Disciplinary Course	3		3
		Total Credits		**21**	**4**	**25**

Note:

1. *** will be replaced with respective paper code from the Discipline Specific/ Major Course and Inter- disciplinary / Minor Course
2. *Every student has to select one value added course in Fourth Semester from BBA-CAM 208 MOOC and BBA-CAM-224 Sustainability Practices

UNDER GRADUATE DIPLOMA IN BBA-CAM

The students shall have an option to exit after 2nd year of Business Administration Program and will be awarded with **UG Diploma in Business Administration**.

Eligibility Criteria to get UG Diploma in BBA-CAM: Total 99 Credits to be earned till 2nd Year BBA-CAM curriculum.

Re-entry Criteria in to Third Year (Fifth Semester):

The student who takes an exit after two years with an award of UG Diploma may be allowed to re-enter in to Fifth Semester for completion of the BBA-CAM Degree Program within a period of 3 years subject to the condition with the total term for completing the course should not exceed 7 years.

Summer Internship Project Report and Viva Voice:

At the end of the Fourth Semester **every student shall undergo Summer Training for Eight Weeks** in the industry/Research or Academic Institute. After completion of training they would be required to submit the training report as per the dates decided by the university and they shall also appear for the viva voice. This component will be evaluated during the fifth semester.

The students who are re-entering (after exit) in the fifth semester / third year, students will submit the Internship Report within one month of joining the Fifth Semester for evaluation.

INTER DISCIPLINE COURSE (IDC)

FOR THIRD SEMESTER

Select any one paper
(1 paper for Minor Specialization)

Specialization	Paper ID	Paper Title
HR	211	Human Resource Management
Marketing	213	Marketing Management
Finance	215	Financial Management
International Business	217	Management of International Business
Entrepreneurship Development	219	Foundation of Entrepreneurship and Startups

INTER DISCIPLINE COURSE (IDC)

FOR FOURTH SEMESTER

Select any one paper
(1 paper for Minor Specialization)

Specialization	Paper ID	Paper Title
Specialization: HR	210	Talent Management
Specialization: Marketing	212	Sales and Channel Management
Specialization: Finance	214	Cost Accounting
Specialization: International Business	216	International Business Environment and Strategy
Entrepreneurship Development	218	Opportunity & Feasibility Analysis

Note: Elective courses and specializations will only be offered subject to the discretion of college/university.

MULTI-DISCIPLINARY COURSE (MDC)

FOR THIRD SEMESTER

Select any one papers from the course basket offered

Paper ID	Paper Title

MULTI-DISCIPLINARY COURSE (MDC)

FOR FOURTH SEMESTER

Select any one papers from the course basket offered

Paper ID	Paper Title

Rules Regarding Selection of Multi-Disciplinary Courses (MDC)

The courses offered are from multiple programmes run under GGSIPU. Every student has to select one MDC of 3 credits from the list of courses offered by various programmes based on their area of interest irrespective of the specialization opted.

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FIFTH SEMESTER EXAMINATION PROGRAMME: BBA-CAM						
S.No	Paper Code	Subject Title	Course Category	L(Hours)	T/P(Hours)	Credit
1.	BBA-CAM 301	Entrepreneurship Development	Discipline Specific Course / Major	4	-	4
2.	BBA-CAM 303	Data Analytics with R Programming	Discipline Specific Course / Major	4		4
3.	BBA-CAM ***	Minor Elective-3	Inter- disciplinary Course /Minor	4	-	4
4.	BBA-CAM ***	Minor Elective-4	Inter- disciplinary Course /Minor	4	-	4
5.	BBA-CAM 325	Data Analytics with R Programming Lab	Skill Enhancement Course		4	2
6.	BBA-CAM 327	Summer Training/ Internship	Internship	-	-	4
7.	***	Course Basket	Multi-Disciplinary Course	3		3
			Total Credits	**19**	**2**	**25**

SIXTH SEMESTER EXAMINATION PROGRAMME: BBA-CAM						
S.No	Paper Code	Subject Title	NEP Category	L(Hours)	T/P(Hours)	Credit
1.	BBA-CAM 302	Business Policy and Strategy	Discipline Specific Course / Major	4	-	4
2.	BBA-CAM 304	Block Chain Technology	Discipline Specific Course / Major	4		4
3.	BBA-CAM 306	Data Warehousing & Data Mining	Discipline Specific Course / Major	4		4
4.	BBA-CAM 308	Digital and Social Media Marketing	Inter- disciplinary Course /Minor	3		3
5.	BBA-CAM ***	Minor Elective-5	Inter- disciplinary Course /Minor	4		4
6.	BBA-CAM ***	Minor Elective-6	Inter- disciplinary Course /Minor	4		4
			Total Credits	**23**		**23**

Rules Regarding Selection of Elective Course (DSC/IDC):
Following Five areas of Specializations/Disciplines are offered by Department of Management for selection of combination of electives for BBA-CAM students:
1. Finance
2. Human Resource Management
3. Marketing
4. International Business
5. Entrepreneurship Development

BBA-CAM Degree is offered with Major-Minor scheme and BBA Degree with Double Major. For this, a student has to choose electives as per the following combination.

The specializations (Major and Minor) will be decided as follows:

1. BBA-CAM Major means a total of six papers from the major area of specialization (One elective each in 3rd and 4th semester, two elective papers each in 5th and 6th semesters i.e., a

total of 6 papers of 4 credits each in three years making a total of 24 credits of major specialization). Minor area means the total of four papers in the minor area of specialization (One elective paper each in 3rd and 4th semester with 4 credits each and one elective paper each in 5th and 6th semester with 4 credits each i.e. total 4 papers of 4 credits each making a total of 16 credits of minor specialization).

2. Major Electives for BBA-CAM have already been identified as **Discipline Specific Course**
3. Four electives from any one specialization leads to **"Minor Specialization".**
4. If a minimum of six electives are completed from Minor Specialization, it will be termed as the second Major Specialization, and the degree will be **"BBA-CAM with Double Major Specialization".**

MULTI-DISCIPLINARY COURSE (MDC)

FOR FOURTH SEMESTER

Select any one papers from the course basket offered

Paper ID	Paper Title

Rules Regarding Selection of Multi-Disciplinary Course (MDC)

The courses offered are from multiple programmes run under GGSIPU. Every student has to select one MDC of 3 credits from the list of courses offered by various programmes based on their area of interest irrespective of the specialization opted.

INTER DISCIPLINE COURSE (IDC)

FOR FIFTH SEMESTER

For Major-Minor Specialisation Scheme Choose: 1 paper for Minor Specialization
Or
For the Double Major Specialisation Scheme, Choose: 2 papers for second Major Specialization

Specialization	Paper ID	Paper Title
HR	305	Negotiation skills
	307	Leadership, Power and Politics
Marketing	309	Services Marketing
	311	Rural Marketing
Finance	313	Management Accounting
	315	Merchant Banking & Financial Services
International Business	317	Export, Import Policies, Procedures and Documentation
	319	International Business Negotiation
Entrepreneurship Development	321	Legal & Regulatory Framework of Startup
	323	Global Entrepreneurship

Note: Elective courses and specializations will only be offered subject to the discretion of college/university.

INTER DISCIPLINE COURSE (IDC)

FOR SIXTH SEMESTER

For Major-Minor Specialisation Scheme Choose: 1 paper for Minor Specialization
Or
For the Double Major Specialisation Scheme, Choose: 2 papers for second Major Specialization

Specialization	Paper ID	Paper Title
HR	310	Organization effectiveness and change
	312	Strategic HRM
Marketing	314	Advertising & Brand Management
	316	Sales Management
Finance	318	Financial Market & Institutions
	320	Corporate Accounting
International Business	322	Global Competitiveness
	324	WTO and Intellectual Property Rights
Entrepreneurship Development	326	Sustainable Entrepreneurship
	328	Entrepreneurial Finance

Note: Elective courses and specializations will only be offered subject to the discretion of college/university.

SEVENTH SEMESTER EXAMINATION PROGRAMME: BBA-CAM (Honours)						
S.No	Paper Code	Subject Title	Course Category	L(Hours)	T/P(Hours)	Credit
1.	BBA-CAM 401	Project Management	Discipline Specific Course / Major	4	-	4
2.	BBA-CAM 403	Cloud Computing	Discipline Specific Course / Major	4		4
3.	BBA-CAM 405	Operations Research	Discipline Specific Course / Major	4		4
4.	BBA-CAM 407	Fundamentals of Data Science	Inter- disciplinary Course /Minor	4	-	4
5.	BBA-CAM 409	Digitalization and E-Governance	Inter- disciplinary Course /Minor	4	-	4
			Total Credits	**20**		**20**

EIGHTH SEMESTER EXAMINATION PROGRAMME: BBA-CAM (Honours)						
S.No	Paper Code	Subject Title	NEP Category	L(Hours)	T/P(Hours)	Credit
1.	BBA-CAM 402	Research Ethics and Writing	Inter- disciplinary Course /Minor	4	-	4
2.	BBA-CAM 404	Data Visualization & Analytics	Discipline Specific Course / Major	4		4
3.	BBA-CAM 406	Innovations in Technology & Management	Discipline Specific Course / Major	4		4
4.	BBA-CAM 408	Cyber Security & Ethical Hacking Practices	Discipline Specific Course / Major	4		4
5.	BBA-CAM 410	AI and ML in Business	Inter- disciplinary Course /Minor	4		4
		Total Credits		**20**		**20**

EIGHTH SEMESTER EXAMINATION PROGRAMME: BBA-CAM (Honours with Research)						
S. No	Paper Code	Subject Title	NEP Category	L(Hours)	T(Hours)	Credit
1.	BBA-CAM 402	Research Ethics and Writing	Inter- disciplinary Course /Minor	4	-	4
2.	BBA-CAM 410	AI and ML in Business	Inter- disciplinary Course /Minor	3	1	4
3.	BBA-CAM 412	Research Project/ Dissertation	Research Project/ Dissertation			12
	Total Credits			**7**	**1**	**20**

The Dissertation work will start from the beginning of fourth year/(seventh semester) of BBA(CAM) (Hons. with Research) Program. The research project / dissertation report shall be assessed by Viva – Voce examination as per the University guidelines. The student should produce one research article from his/her dissertation which shall be communicated to a journal of repute before the Viva-voce examination

Eligibility for BBA(CAM) (Hons. with Research): A student aspiring for BBA (Hons. with Research) Degree will have to secure at least **75% aggregate marks till 6th semester.**

The student has to pursue three Discipline Specific Elective Courses from Major/minor specialization (already undertaken during second and third year).

Mapping of BBA (CAM) Programme

Program Outcomes (At the end of First Year): *Under Graduate Certificate in Business Administration-CAM*

PO1. Conceptualize and appreciate theoretical knowledge of management & IT domain.
PO2. Appreciate the importance of communication skills & IT applications in business for building connect and engagement
PO3. Nurture an ability to design IT applications & articulate in a business environment
PO4. Identify a problem with the help of data and logical thinking

Program Outcomes (At the end of Second Year): *Under Graduate Diploma in Business Administration-CAM*

PO1. Describe the theoretical domain knowledge of IT along with the managerial skills
PO2. Develop effective presentation, technical and interpersonal communication skills and logical thinking.
PO3. Learn and demonstrate professional and ethical conduct·
PO4. Appreciate the importance of Collaborative atmosphere.
PO5. Develop an ability to innovate and think creatively in providing IT solutions to business environment.

Program Outcomes (At the end of Third Year): *Under Graduate Degree in Business Administration-CAM*

PO1. Develop conceptual knowledge and understanding of IT domain, management theories and practices
PO2. Apply critical thinking and problem-solving skills for effective business decision making.
PO3. Develop communication and leadership abilities to steer through the dynamic and global business environment.
PO4. Demonstrate business intelligence and foster research to find innovative solutions for diverse business situations integrating ICT.
PO5. Imbibe responsible citizenship, promoting sustainability, and embrace diverse cultures with
PO6. universal values.

Program Outcomes (At the end of fourth Year): *Bachelor in Business Administration-CAM with Honours: BBA-CAM (Honours) and Bachelor in Business Administration Honours-CAM with Research: BBA (Honours with Research) -CAM*

PO1. Exhibit factual and theoretical knowledge of management and IT in business.

PO2. Critically evaluate, analyse and articulate Indian and global business environments with ability to apply learning in different contexts and facilitate informed decision making with an acumen to influence and motivate teams.

PO3. Exhibit ability to own roles and responsibilities at different levels with commitment, as members of multi-cultural team and communities in cross-cultural contexts and diversity management.

PO4. Promote research skills to design and implement innovative solutions using IT application in Indian and Global Business Environment.

PO5. Imbibe responsible citizenship, promoting sustainability, and embrace diverse cultures with universal values

Program Specific Outcomes (Till the end of 4 years)

After the program, the students will be able to:

PSOs	PSO Description
PSO 1.	Graduate shall have the ability to demonstrate and reflect discipline/ interdisciplinary knowledge, coherent understanding in the management and allied areas with an ability to apply learning in different contexts
PSO 2.	Graduate shall exhibit professional skills instilling critical and analytical thinking to enthuse problem solving abilities in different domains of management.
PSO 3.	Graduate shall be able to demonstrate proficiency (Articulate/Apply/ analyze/evaluate) in varied management domain areas using latest research & IT tools for innovative solutions in diverse business situations
PSO 4.	Graduate shall become a responsible citizen inculcating interpersonal skills, social skills, lifelong learning (learn, unlearn & relearn), entrepreneurial acumen, leadership abilities and adaptability to dynamic business landscapes.

Mapping of PO's and PSO's (At the end of first year)

Program Specific Outcomes	PO1	PO2	PO3	PO4	AVG
PSO1	3	3	3	3	3
PSO2	2	3	3	3	2.75
PSO3	2	3	3	3	2.75
PSO4	1	3	3	2	2.25
AVG	2	3	3	2.75	2.7
Average PO expected attainment	2.7				

Mapping of PO's and PSO's (At the end of second year)

Program Specific Outcomes	PO1	PO2	PO3	PO4	PO5	Average
PSO1	3	3	3	2	2	2.6
PSO2	2	3	3	3	2	2.6
PSO3	2	3	3	3	3	2.8
PSO4	2	2	3	3	3	2.6
AVG	2.25	2.75	3	2.75	2.5	2.7
Average PO expected attainment	2.7					

Mapping of PO's and PSO's (At the end of third year)

Program Specific Outcomes	PO1	PO2	PO3	PO4	PO5	AVG
PSO1	3	3	3	3	2	2.8
PSO2	2	3	3	3	2	2.6
PSO3	2	3	3	3	2	2.6
PSO4	2	3	3	2	3	2.6
AVG	2.25	3	3	2.75	2.25	2.7
Average PO expected attainment	2.7					

Mapping of PO's and PSO's (At the end of 4 years)

Program Specific Outcomes	PO1	PO2	PO3	PO4	PO5	AVG
PSO1	3	3	2	3	2	2.6
PSO2	3	3	3	3	3	3
PSO3	2	3	3	3	3	2.8
PSO4	2	3	3	3	3	2.8
AVG	2.5	3	2.75	3	2.75	2.8
Average PO expected attainment	2.8					

BBA-CAM 101: Management Process and Organizational Behavior

L-4, T-0, Credits-4

Course Objective: The course aims to provide students with foundational knowledge of management principles and organizational behavior, enabling them to understand, analyze, and apply managerial functions and behavioral concepts to enhance individual and organizational effectiveness.

Course Outcomes: Upon completion of this course, students will be able to:

CO1. Describe key management functions and the evolution of management theories
CO2. Demonstrate the ability to plan, organize, and make informed decisions in a business context.
CO3. Analyze the impact of personality, perception, learning, values, and attitudes on organizational behavior.
CO4. Evaluate leadership styles, motivational theories, and organizational culture in managing workplace behavior.

Course Contents

Unit I

Introduction to Management: Concept and Need, Managerial Functions An overview; Evolution of Management Thought, Classical Approach - Taylor, Fayol, Neo-Classical and Human Relations Approaches, Behavioural Approach, Systems Approach, Contingency Approach, MBO, Business Process Re-engineering. **(15 Hours)**

Unit II

Planning and Organizing: Types of Plans: Strategic planning; Environmental Analysis and diagnosis (Internal and external environment) Decision-making: Process and Techniques; Perfect rationality and bounded rationality. Concept and process of organizing - An overview, Span of management, Different types of authority (line, staff and functional), Decentralization, Delegation of authority; Formal and Informal Structure; Principles of Organizing; Types of Organization Structures, Emerging Organization Structures.

(15 Hours)

Unit III

Introduction to Organizational Behavior: Personality Type A and B, Factors influencing personality. Learning- Concept, Learning theories. Perception- Concept, Perceptual process, Importance, Factors influencing perception, Values and Attitudes- Concept and types of values: Components of attitude, job related attitudes.

(15 Hours)

Unit IV

Motivation and Leadership: Motivation & Leadership: Concept, Importance, extrinsic and intrinsic motivation; Leadership: Concept and Importance. **Conflict and Culture:** Power and conflict, Power

tactics, Organizational Culture and climate- Concept and determinants of organizational culture.

(15 Hours)

Suggested Readings: (All latest editions)

1. Robbins,S.P., Fundamentals of Management: Essentials Concepts and Applications, Pearson Education.
2. Robbins, S.P. and Sanghi, S, Organizational Behaviour; Pearson Education.
3. Koontz, H, Essentials of Management, McGraw Hill Education.
4. Ghillyer, A, W., Management- A Real-World Approach, McGraw Hill Education.
5. Stoner, Freeman and Gilbert Jr. Management, Pearson Education.
6. Luthans, Fred, Organizational Behavior, McGraw Hill Education.

Mapping the Course Outcomes with Programme Outcomes

COs	Detailed Course Outcomes	Program Outcomes			
		PO1	PO2	PO3	PO4
CO1	Describe key management functions and the evolution of management theories	3	1	2	1
CO2	Demonstrate the ability to plan, organize, and make informed decisions in a business context	3	2	3	2
CO3	Analyze the impact of personality, perception, learning, values, and attitudes on organizational behavior	2	1	3	3
CO4	Evaluate leadership styles, motivational theories, and organizational culture in managing workplace behavior	2	2	3	3
	Average	**2.5**	**1.5**	**2.75**	**2.25**

BBA-CAM 103: Software Engineering

L-4, T-0, Credits-4

Course Objective: The course aims to provide foundational knowledge of software engineering principles, methodologies, and models, with a focus on system design, software development life cycles, and software testing and maintenance practices.

Course Outcomes: Upon completion of this course, the student will be able to:

- **CO1.** Explain the role and nature of software and understand software engineering process models.
- **CO2.** Identify and document functional and non-functional requirements using standard methods
- **CO3.** Apply system modeling and software design concepts using UML diagrams.
- **CO4.** Understand software testing, maintenance, and configuration management techniques

Course Content

Unit-I

Introduction to Software Engineering: The evolving role of software, changing nature of software, software myths. **A Generic view of process**: Software engineering- a layered technology, a process framework, the capability maturity model integration (CMMI), process patterns, process assessment, personal and team process models. **Process models**: The waterfall model, incremental process models, evolutionary process models, the unified process. **(15 Hours)**

Unit-II

Software Requirements: Functional and non-functional requirements, user requirements, system requirements, interface specification, the software requirements document. **Requirements engineering process**: Feasibility studies, requirements elicitation and analysis, requirements validation, requirements management. **System models:** Context models, behavioral models. data models, object models, structured methods. **(15 Hours)**

Unit-III

Design Engineering: Design process and design quality, design concepts, the design model. Creating an architectural design: software architecture, data design, architectural styles and patterns, architectural design, conceptual model of UML, basic structural modeling, class diagrams, sequence diagrams, collaboration diagrams, use case diagrams, component diagrams. **(15 Hours)**

Unit-IV

Software Testing & Software maintenance: Functional testing, structural testing, test activities, debugging. Categories of maintenance, the maintenance process, maintenance models, reverse engineering, software reengineering, estimation of maintenance cost, configuration management, documentation. **(15 Hours)**

Suggested Reading: (All latest editions)

1. Pressman, R.S., Software Engineering. A Practitioner's Approach Fifth Edition, McGraw Hill International Editions.

2. Aggarwal,K.K., & Singh,Y., Software Engineering. New Age International Publishers.
3. Awad,E.M., System analysis and design, Homewood III
4. Jalote,P., A Concise Introduction to Software Engineering, Springer.
5. Rajib, Fundamentals of Software Engineering, PHI.
6. Jorgensen,P.C, Software Testing: A Craftsman's Approach,Auerbach Publications

Mapping the Course Outcomes with Programme Outcomes

COs	Detailed Course Outcomes	Program Outcomes			
		PO1	PO2	PO3	PO4
CO1	Explain the role and nature of software and understand software engineering process models	3	2	1	2
CO2	Identify and document functional and non-functional requirements using standard methods	3	2	2	3
CO3	Apply system modeling and software design concepts using UML diagrams	3	2	3	3
CO4	Interpret motivational and leadership theories to understand team behavior and organizational dynamics	3	2	2	3
Average		3.0	2.0	2.0	2.75

BBA-CAM 105: Financial Accounting and Analysis

L-4, T-0, Credits-4

Course Objective: This course aims to provide students with foundational knowledge and practical skills in financial accounting principles, transaction recording, financial reporting, and contemporary accounting practices for effective business analysis and decision-making.

Course Outcomes: Upon completion of this course, students will be able to:

- **CO1.** Explain the fundamental concepts, principles, and standards of accounting, including GAAP and IFRS
- **CO2.** Record and post financial transactions and prepare final accounts as per regulatory norms
- **CO3.** Evaluate depreciation methods, and interpret contemporary accounting practices like human resource and environmental accounting
- **CO4.** Apply accounting procedures related to shares and debentures, including issue, forfeiture, and redemption.

Course Contents

Unit I

Meaning and Scope of Accounting: Objectives and nature of Accounting, Definition and Functions of Accounting, Book Keeping and Accounting, Interrelationship of Accounting with other Disciplines, Branches of Accounting, Limitation of Accounting. **Accounting Principles and Standards:** Accounting Principles, Accounting Concepts and Conventions, Meaning and relevance of GAAP, Introduction to Accounting Standards Issued by ICAI, Accounting Standards (Overview of IAS, IFRS, AS and Ind AS). **(15 Hours)**

Unit II

Journalizing Transactions: Journal Entries, Compound Journal Entries, Opening Entry. Ledger Posting and Trial Balance: Preparation of Ledger, Posting, Cash book, Sales and Purchase book and Trial Balance. **Company Final Accounts:** Preparation of Final Accounts with adjustments, Trading Account, Profit & Loss Account. Balance Sheet as per schedule- III of the new Companies Act 2013. **(15 Hours)**

Unit III

Depreciation, Provisions and Reserves: Concept of Deprecation, Causes of Depreciation, Basic Features of Depreciation, Meaning of Depreciation Accounting, Objectives of Providing Depreciation, Fixation of Depreciation Amount, Method of Recording Depreciation, Methods of Providing Depreciation, Depreciation Policy, Change of method of Depreciation (by both current and retrospective effect). **Contemporary Issues & Challenges in Accounting:** Human Resource Accounting, Green Accounting, Inflation Accounting, Price level Accounting, Social Responsibility Accounting. **(15 Hours)**

Unit IV

Shares and Share Capital: Introduction to Joint Stock Company, Shares, Share Capital, Accounting Entries. Under Subscription, Oversubscription, Calls in Advance, Calls in Arrears, Issue of Shares at Premium, Issue of Shares at Discount, Forfeiture of Shares, Surrender of Shares, Rights Shares, Bonus Shares. Issue of Debentures, Methods of Redemption of different types of debentures. **(15 Hours)**

Suggested Readings: (All latest editions)

1. Tulsian, P.C., Financial Accountancy, Pearson Education
2. Maheshwari, S.N. and Maheshwari, S.K., Financial Accounting, Vikas Publishing House
3. Bhattacharyya, Asish K., Essentials of Financial Accounting, Prentice Hall of India
4. Rajasekran, Financial Accounting, Pearson Education.
5. Bhattacharya, S.K. and Dearden, J., Accounting for Manager -Text and Cases, Vikas Publishing House.
6. Glautier, M.W.E. and Underdown, B., Accounting Theory and Practice, Pearson Education.

Mapping the Course Outcomes with Programme Outcomes

COs	Detailed Course Outcomes	Program Outcomes			
		PO1	PO2	PO3	PO4
CO1	Explain the fundamental concepts, principles, and standards of accounting, including GAAP and IFRS	3	1	2	2
CO2	Record and post financial transactions and prepare final accounts as per regulatory norms	3	1	2	3
CO3	Evaluate depreciation methods, and interpret contemporary accounting practices like human resource and environmental accounting	3	1	2	3
CO4	Apply accounting procedures related to shares and debentures, including issue, forfeiture, and redemption	3	1	2	3
	Average	**3.0**	**1.0**	**2.0**	**2.75**

BBA-CAM 107: Business Economics

L-4, T-0, Credits-4

Course Objective: The objective of this course is to give understanding of the basic concepts and issues in business economics and their application in business decisions.

Course Outcomes: Upon completion of this course, students will be able to:

CO1. Ability to solve the problems of economics
CO2. Analyze market and demand fluctuations to support managerial decision-making
CO3. Evaluate strategies for effective capacity utilization in production and operations
CO4. Make informed pricing decisions across different market structure

Course Contents

Unit I

Introduction to Business Economics and Fundamental concepts: Nature, Scope, Definitions of Business Economics, Difference between Business Economics and Economics, Contribution and Application of Business Economics to Business. Micro vs. Macro Economics. Opportunity Costs, Marginalism, Incrementalism, Market Forces and Equilibrium. Concept of Behavioural Economics. **Consumer Behavior:** Cardinal Utility Approach: Diminishing Marginal Utility, Law of Equi-Marginal Utility. Ordinal Utility Approach: Indifference Curves, Marginal Rate of Substitution, Budget Line and Consumer Equilibrium. **(15 Hours)**

Unit II

Demand Analysis: Theory of Demand, Law of Demand, Movement along vs. Shift in Demand Curve, Concept of Measurement of Elasticity of Demand, Factors Affecting Elasticity of Demand, Income Elasticity of Demand, Cross Elasticity of Demand, Advertising Elasticity of Demand. **Demand Forecasting:** Need, Objectives and Methods in brief. Theory of Production: Meaning and Concept of Production, Factors of Production and Production function. Fixed and Variable Factors, Law of Variable Proportion (Short Run Production Analysis), Law of Returns to a Scale (Long Run Production Analysis) through the use of ISO QUANTS. Concept of Cost, Cost Function, Short Run Cost, Long Run Cost, Economies and Diseconomies of Scale. **(15 Hours)**

Unit III

Price Output Decisions: Pricing under Perfect Competition (features, short run, long run equilibrium of firm/industry), Pricing Under Monopoly (features, short run and long run equilibrium), Control of Monopoly, Price Discrimination, Pricing Under Monopolistic Competition (features, short run and long run equilibrium, demand and cost, excess capacity), Pricing Under Oligopoly (Cournot Model, kinked demand curve model).

(15 Hours)

Unit IV

Concepts of Macro Economics: Definitions, Importance, Macro-economic variables, circular flow model, inflation, unemployment, GDP. **National Income:** Concepts, Definition, Methods of Measurement, National Income in India, Problems in Measurement of National Income & Precautions in Estimation of National Income. **(15 Hours)**

Suggested Readings: (All latest editions)

1. Samuelson, P &Nordhaus, W., Economics, McGraw Hill Education
2. Dwivedi, D.N., Managerial Economics, Vikas Publishing House.
3. Thomas C.R. Managerial Economics, McGraw Hill Education.
4. Mankiw, NG, Principles of Economics, Cengage Learning.
5. Peterson, L. and Jain. Managerial Economics, Pearson Education.
6. Kreps, D., Microeconomics for Managers, Viva Books Pvt. Ltd.

Mapping the Course Outcomes with Programme Outcomes

COs	Detailed Course Outcomes	Program Outcomes			
		PO1	PO2	PO3	PO4
CO1	Ability to solve the problems of economics	3	2	1	1
CO2	Analyze market and demand fluctuations to support managerial decision-making	2	3	2	2
CO3	Evaluate strategies for effective capacity utilization in production and operations	1	1	3	2
CO4	Make informed pricing decisions across different market structure	2	2	1	3
	Average	**2.0**	**2.0**	**1.75**	**2.0**

BBA-CAM 109: Entrepreneurial Mindset (NUES)

L-02, T-0, Credits-02

Course Objectives: This course aims to provide a foundation for basic entrepreneurial skills and to acquaint them with the world of entrepreneurship and inspire them to set up and manage their businesses. To expose students to various aspects of entrepreneurship and business. To expose students to case studies on successful entrepreneurs.

Course Outcomes: Upon completion of this course, students will be able to:

CO1. Understand the fundamental concepts of entrepreneurship and the entrepreneur's role in the economy.
CO2. Efficient usage of entrepreneurial skills in decision making.
CO3. Analyze techniques for opportunity identification and environmental scanning in business
CO4. Develop comprehensive business plans, including identification of financing sources and compliance with legal requirements for starting a business

Course Contents

Unit I

Introduction: The Entrepreneur; Theories of Entrepreneurship; Characteristics of successful entrepreneurs, myths of entrepreneurship; entrepreneurial mindset- creativity (steps to generate creative ideas, developing creativity) and innovation (types of innovation). **(7 Hours)**

Unit II

Promotion of a Venture and Writing a business plan: Opportunity Analysis; External Environment Analysis Economic, Social and Technological Analysis. Business plan- What is business plan, parts of a business plan. Writing a Business Plan. **(8 Hours)**

Unit III

Entrepreneurship Support: Entrepreneurial Development Programmes (EDP): EDP, Role of Government in Organizing EDPs. Institutions supporting small business enterprises: central level, state level, other agencies, industry associations. **(7 Hours)**

Unit-IV

Practicals:

- Presenting a business plan
- Project on Startup India or any other government policy on entrepreneurship
- Discussion on why Startup fails, role of MSME etc.
- Discussion on role of entrepreneur in economic growth
- Discussion on technology park
- Case study discussion on successful Indian entrepreneurs.

(8 Hours)

Suggested Readings: (All Latest editions)

1. Charantimath - Entrepreneurship Development and Small Business Enterprise, Pearson Education.
2. Bamford C.E - Entrepreneurship: A Small Business Approach, McGraw Hill Education.

3. Hisrich et al. - Entrepreneurship, McGraw Hill Education
4. Balaraju, Theduri - Entrepreneurship Development: An Analytical Study, Akansha Publishing House.
5. Kaulgud, Aruna- Entrepreneurship Management, Vikas Publishing
6. Mathur, A.CA, Entrepreneurship & New Venture Planning, Taxmann

Mapping the Course Outcomes with Programme Outcomes

COs	Detailed Course Outcomes	Program Outcomes			
		PO1	PO2	PO3	PO4
CO1	Understand the fundamental concepts of entrepreneurship and the entrepreneur's role in the economy	3	1	1	1
CO2	Apply entrepreneurial skills effectively in business decision-making processes	2	3	2	2
CO3	Analyze techniques for opportunity identification and environmental scanning in business	2	2	3	2
CO4	Develop comprehensive business plans, including identification of financing sources and compliance with legal requirements for starting a business	1	2	2	3
	Average	**2.0**	**2.0**	**2.0**	**2.0**

BBA-CAM 111: Life Skills and Personality Development (NUES)

L-2, T-0, Credit -2

Course Objective: The Objectives of the Course are to develop Communication Skills, Social Etiquettes &Self-Management, to build Confidence & develop Team Spirit and all-round personality of students.

Course Outcomes: Upon completion of this course, students will be able to:

CO1. Explain the fundamentals of communication and overcome communication barriers
CO2. Demonstrate teamwork, collaboration, and active participation in group discussions
CO3. Develop confidence and logical thinking through debates and video resumes
CO4. Enhance personality traits and verbal/non-verbal expression through interviews and presentations

Course Contents

Unit I:

Introduction to Communication Basics: Communication definition, process of communication, types of communication, verbal & nonverbal communication, barriers to effective communication, Effective listening & speaking. **(06 Hours)**

Unit II:

Team Spirit Exercises: Team Task: To inculcate a habit of research and serious study, students are to present in teams a comprehensive talk on pre-determined topic. Team tasks also include management games.

GD Concepts: The purpose of Group discussion is to prepare students to present their views in a limited time in effective manner and learn to portray their personality in accommodating manner and accept others' views. It will be an interactive lecture. Mock GDs: It prepares the student not only for the entry in the organization but also enhances the ability to handle situations where employees are not given enough time for the preparation of a formal meeting. It is a simulation of actual GD.

(08 Hours)

Unit III:

Confidence and Personality: Exercises: Short video resume: Students will prepare video resume and highlight a skill or experience to showcase themselves as perfect fit for an entry level position

Debate: To generate logical thought process and present views cogently the students are required to debate on a topical issue. The class is divided into teams with six students each. The team is to prepare for or against the topic. One member of the team is to present the views during the debate by their selection or he/she may be selected randomly by the faculty.

(08 Hours)

Unit IV:

Personality Development: Presentations: Quickly organizing thoughts and presenting them is a need in many situations. The students would be asked to give presentations on current affairs. It is intended to develop general awareness on the current issues and talk about them. Also, they will learn how to express themselves verbally and nonverbally. **One to One interview:** Students be subjected to interviews before an internal technical panel to develop confidence and interview

handling skills. **(08 hours)**

Suggested Readings:

1. Boove, C.L., Thill, J.V., Raina.R.L, Business Communication Today, Pearson
2. Chaturvedi M., Art and Science of Business Communication, Pearson.
3. Desarda.S, Master the Group Discussion & Personal Interview, Notion Publisher
4. Pradeep V, Anand A, Wiley's Examxpert: Acing WAT, Gds& Interviews For IIMs, Wiley
5. Klaus P., The Hard Truth About Soft Skills: Harper Business
6. Port M.,Steal The Show From Speeches To Job Interviews To Deal Closing Pitches, Harper Business
7. Kapoor S, Personality Development and Soft Skill: Preparing for Tomorrow, I K International Publishing House

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		**PO1**	**PO2**	**PO3**	**PO4**
CO1	Explain the fundamentals of communication and overcome communication barriers	2	3	2	1
CO2	Demonstrate teamwork, collaboration, and active participation in group discussions	1	3	3	2
CO3	Develop confidence and logical thinking through debates and video resumes	1	3	2	3
CO4	Enhance personality traits and verbal/non-verbal expression through interviews and presentations	1	3	3	2
AVG		**1.25**	**3.0**	**2.5**	**2.0**

BBA-CAM 113: IT Applications in Business

L-3, T-0, Credits-3

Course Objective: This course aims to provide students with foundational knowledge of information technology systems and their applications in business processes, enhancing their practical skills in productivity tools, data analysis, and modern IT infrastructure.

Course Outcomes: Upon completion of this course, students will be able to:

CO1. Describe the basic components of computer systems
CO2. Distinguish between various types of software, operating systems, and programming tools
CO3. Apply advanced Excel tools to manage, analyze, and visualize business data
CO4. Interpret the role of computer networks and IT applications across different business functions

Course Contents

Unit 1

Basics of Information Technology: Components of IT systems, Characteristics of Computers, Input-output Devices (Hardware, Software, Human ware and Firmware), Classification of Computers. Computer Memory: Types of Memory, Storage devices, Mass Storage Systems. Concept of Cloud Computing. **(8 Hours)**

Unit II

Computer Software: Types of Software. Application Software and their uses. Database concepts. Introduction to Operating System, Need, Functions and Types of Operating systems. Introduction to GUI. Compiler. Interpreter and Assembler, Types of Computer Languages.

(12 Hours)

Unit III

Desktop Components: Introduction to Word Processor, Presentation Software. Advanced Excel: Introduction, features, applications and advanced functions of Excel, creating Tables. Graphs and charts, Table formatting, Worksheets Management, Sort and Filters tools, Subtotal, Mathematical functions, Statistical functions, date and time functions, Text functions, financial functions. Analyze data with Pivot tables, create and manage scenarios and summaries.

(13 Hours)

Unit IV

Computer Networks and IT applications: Data communication concepts, types of communication media, Concepts of Computer Networks, Internet, Intranet. Extranet, Network topologies, Networking devices, OSI model. Internet Services. **Information Technology and Society:** Application of information Technology in Railways, Airlines, Banking, Online Banking System, Insurance, Inventory Control, Financial systems, Hotel management, Education, entertainment and health, Security issues in information technology.

(12 Hours)

Suggested Readings: (All latest editions)

1. Leon,C., Introduction to Information Technology, Vikas Publishing House
2. Behl R., Information Technology for Management, McGraw Hill Education
3. Dhingra S and Tondon A, Introduction to Information Technology, Galgotia Publishing House.

4. Joseph A.Brady and Ellen F Monk, Problem Solving Cases in Microsoft and Excel, Thomson Learning
5. Tanenbaum, A. S, Computer Networks, Pearson Education.
6. Goyal, Anita, Computer Fundamentals, Pearson Education.

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO 1	PO 2	PO 3	PO 4
CO 1	Describe the basic components of computer systems	1	1	1	2
CO 2	Distinguish between various types of software, operating systems, and programming tools	1	1	1	2
CO 3	Apply advanced Excel tools to manage, analyze, and visualize business data	2	2	3	3
CO 4	Interpret the role of computer networks and IT applications across different business functions	2	2	2	3
AVG		**2.75**	**1.5**	**1.75**	**2.5**

BBA-CAM 115: IT Applications in Business Lab

L-0, P-02, Credit-1

Course Objective: This course aims to develop proficiency in using essential office productivity tools including MS Word, MS Excel, and MS PowerPoint, enabling students to create professional documents, perform data analysis, and design effective presentations.

Course Outcomes: Upon completion of this course, students will be able to:

CO1. Operate Windows environment and manage files using essential system commands
CO2. Create and format documents using MS Word for professional and academic use
CO3. Utilize MS Excel functions for data entry, analysis, and visualization
CO4. Design engaging presentations using MS PowerPoint with appropriate animations and formatting

This Lab would be based on the course BBA-CAM 113: IT Applications in Business

1. **Knowledge of all commands of using Windows to be taught.**
2. **Introduction to MS-Word:**

   Introduction to Word Processing, it's Features, Formatting Documents, Paragraph Formatting, Indents, Page Formatting, Header and Footer, Bullets and Numbering, Tabs, Tables, Formatting the Tables, Finding and Replacing Text, Mail Merging etc.

3. **Introduction to MS-Excel:**

   Introduction to Electronic Spreadsheets, Entering Data, Entering Series, Editing Data, Cell Referencing, ranges, Formulae, Functions, Auto Sum, Copying Formula, Formatting Data Creating Tables, Graphs and charts, Creating Database, Sorting Data, Filtering etc. Mathematical functions, Statistical functions, date and time functions, Text functions, financial functions, Analyze data with Pivot tables, create and manage scenarios and summaries.

4. **Introduction to MS PowerPoint:**

   PowerPoint, Features of MS PowerPoint Clipping, Slide Animation, Slide Shows, Formatting etc.

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO 1	PO 2	PO 3	PO 4
CO 1	Operate Windows environment and manage files using essential system commands	3	2	2	3
CO 2	Create and format documents using MS Word for professional and academic use	2	3	3	2
CO 3	Utilize MS Excel functions for data entry, analysis, and visualization	3	2	2	3
CO 4	Design engaging presentations using MS PowerPoint with appropriate animations and formatting	2	3	3	2

AVG	**2.5**	**2.5**	**2.5**	**2.5**

SEMESTER II

BBA-CAM 102: Business Mathematics

L-3, T-1, Credits-4

Course Objective: This course aims to develop a strong foundation in mathematical tools and techniques such as algebra, calculus, and probability, enabling students to analyze and solve business and economic problems effectively.

Course Outcomes: Upon completion of this course, students will be able to:

CO1. Apply principles of counting, progression, and functions to business scenarios
CO2. Solve systems of linear equations and apply matrix algebra techniques to business decision-making
CO3. Analyze business problems using differential calculus and optimization techniques
CO4. Interpret business and economic data using integral calculus and probability theory.

Course Contents

Unit I

Principle of Counting: Concept of Factorial, Principle of Counting, Mathematical Induction: Principle. Arithmetic Progression & Geometric Progression, Concepts of function.

(15 Hours)

Unit II

Matrix Algebra: Definition of a matrix, Types of Matrices, Equality of Matrices, Matrix Operations. Transpose of a matrix, Determinants, System of Linear equations, Cramer's rule, Inverse of a Matrix. Properties of the Inverse Solution to a System of Equations by:

(i) The Ad-joint Matrix Methods.

(ii) The Gaussian Elimination method, Rank of a Matrix, Rank of a System of Equations, the Echelon Matrix: Application of Matrices to Business Problems Input Output Analysis, Preparation of Depreciation Lapse Schedule, Leontief I/O Model. Permutation & Combination.

(15 Hours)

Unit III

Differential Calculus: Derivative of a Parametric Function, Logarithmic Differentiation Derivative of an Inverse Function, Optimization Using Calculus, Point of Inflexion Absolute and Local- Maxima and Minima, Optimization in case of Multi Variate Function. Lagrangian multipliers, Derivative as a Rate Measure. Applications in Business. Introduction to Mathematics of finance such as annuities.

(15 Hours)

Unit IV

Integral Calculus: Indefinite Integrals, Techniques of Integration, Definite Integrals, Business application, Consumer's or Producer's surplus, Learning Curve, Probability and Probability, Distribution. **(15 Hours)**

Suggested Readings: (All latest editions)

1. Trivedi, Business Mathematics, Pearson Education,
2. Bhardwaj. R.S. Mathematics and Statistics for Business, Excel Books
3. Khan, Shadab.A Text Book of Business Mathematics, Anmol Publications,
4. Tuttle. Michael, D., Practical Business Math: An Applications Approach, Prentice Hall

5. Hazarika.P..A text book of Business Mathematics, S. Chand Publication
6. Budnick, Applied Mathematics for Business, McGraw Hill Education

Mapping the Course Outcomes with Programme Outcomes

COs	Detailed Course Outcomes	Program Outcomes			
		PO1	PO2	PO3	PO4
CO1	Apply principles of counting, progression, and functions to business scenarios	3	1	2	2
CO2	Solve systems of linear equations and apply matrix algebra techniques to business decision-making	3	1	2	3
CO3	Analyze business problems using differential calculus and optimization techniques	3	1	2	3
CO4	Interpret business and economic data using integral calculus and probability theory	2	1	2	3
	Average	**2.75**	**1.0**	**2.0**	**2.75**

BBA-CAM 104: Object Oriented Programming Using C++

L-4, T-0, Credits-4

Course Objective: This course aims to introduce the fundamentals of object-oriented programming and develop problem-solving skills using C++.

Course Outcomes: Upon completion of this course, students will be able to:
CO1. Understand programming fundamentals and control structures in C++.
CO2. Use arrays, pointers, and modular programming techniques
CO3. Apply object-oriented concepts including classes, inheritance, and polymorphism
CO4. Implement file handling and exception handling in C++

Course Content

Unit I

Introduction to C++ & Control Structures: Basic ideas about languages and program development platforms, High and low level languages, Assemblers, compilers and interpreters, Programming principles: Identifiers, Keywords, Constants, User defined data types, Derived data types, Declaration and definition of variables, Preprocessor directives and comments. C++ operators, Implicit and explicit type conversions. If, If..else, switch, ternary operator (?:) Do..while, while and for loop. Goto statement, Advantages and disadvantages.

(15 Hours)

Unit II

Arrays and Modular Programming

Arrays and Pointers. Introduction to arrays, multi-dimensional arrays. Introduction to Pointers and pointer arithematic. String manipulation, array of strings. Defining a function, function prototypes, Call and return by value, call and return by reference, Default and Const arguments, Overloading, Inline functions, Structures. Unions and enumerations. **(15 Hours)**

Unit III

Classes and Objects: Declaration of classes and objects. Declaration of member functions and data types: Constructors and destructors: Copy constructor; Static class member, friend functions; Operator Overloading: Overloading unary and binary operator; Data and type conversions; **Inheritance and polymorphism:** Derived classes, overriding member functions; Base classes, types of base classes. types of derivation: Multiple inheritance; Polymorphism: early binding and late binding, virtual functions.

(15 Hours)

Unit IV

File Handling: C++ streams and stream classes; Hierarchy of file stream classes, Opening and closing of files. File modes, Detecting end of files, binary files

Exception handling: Fundamentals of exception handling, Exception types, Termination or resumptive models, Uncaught exceptions, using try and catch, multiple catch clauses, nested try

statements, throw, throws and finally, built-in exceptions, creating own exception sub classes.

(15 Hours)

Suggested Reading: (All latest editions)

1. Balaguruswamy.E., Object Oriented Programming with C++ Tata McGraw Hill.
2.Venugopal K.R. Mastering C++.Tata MCGraw Hill
3.Lippmannn, S. B., and Lajoi,J. et.al. The C++ Primer, Addison Wesley
4.Stroustrup B. The C++ Programming Language,Addison Wesley
5.Lafore. R., Object Oriented Programming in Turbo C++, Galgotia Publications
6. Schildt,H., The complete reference, Mc Graw Hill

Mapping the Course Outcomes with Programme Outcomes

COs	Detailed Course Outcomes	Program Outcomes			
		PO1	PO2	PO3	PO4
CO1	Understand programming fundamentals and control structures in C++	3	2	1	2
CO2	Use arrays, pointers, and modular programming techniques	3	2	2	3
CO3	Apply object-oriented concepts including classes, inheritance, and polymorphism	3	2	3	3
CO4	Implement file handling and exception handling in C++	2	2	3	3
	Average	**2.75**	**2.0**	**2.25**	**2.75**

BBA-CAM 106: E-Commerce

L-4, T-0, Credits-04

Course Objective: The course aims to impart an understanding of the concepts and various application issues of e- commerce like Internet infrastructure, security over internet, payment systems and various online strategies for e-commerce.

Course Outcomes: Upon completion of this course, students will be able to:

- **CO1.** Understand the concepts, models, and evolution of E-Commerce and its impact on businesses.
- **CO2.** Explain various electronic payment systems and identify their risks and infrastructure requirements
- **CO3.** Analyze the security environment of E-Commerce and understand basic encryption and protection mechanisms
- **CO4.** Evaluate real-world applications, emerging trends, and regulatory and ethical issues in E-Commerce

Course Contents

Unit 1

Introduction to E-Commerce: Meaning, nature, concepts, advantages, disadvantages and reasons for transacting online, Electronic Commerce, Types of Electronic Commerce, Electronic Commerce Models, Challenges and Barriers in E-Commerce environment; E-Commerce in India: Transition to E-commerce in India, Indian readiness for E-commerce, E-Transition challenges for Indian corporate. Introduction to E-Tailing and E-Services **(15 Hours)**

Unit II

Electronic Payment System: Digital Payment Requirements, Electronic Payment System, Types of Electronic Payment Systems, Concept of e-Money, Infrastructure Issues and Risks in EPS, Electronic Fund Transfer. Recent trends: UPI ecosystem in India, RBI regulations on digital payments. Security Measures in Payment Systems: PCI DSS, Tokenization **(16 Hours)**

Unit III

Security Issues in E-Commerce: Need and concepts, Electronic Commerce security environment, security threats in E-Commerce environment, Basics of Encryption and Decryption. Authentication and Digital Signatures. Firewalls, Secure Socket Layer (SSL), HTTPS. Security Policies and Best Practices for E-Commerce sites. Legal frameworks: IT Act provisions related to E-Commerce security.

(15 Hours)

Unit IV

E-commerce Applications: E-commerce applications in various industries, Emerging Trends in E-Commerce, Mobile Commerce; Economic, Technological and Social Considerations, Regulatory and Ethical considerations in E-Commerce. Social Commerce: Role of social media in E-Commerce. Regulatory Framework in India: Consumer Protection (E-Commerce) Rules 2020. Future of E-Commerce: AI, Blockchain, IoT applications. **(14 Hours)**

Suggested Readings: (All latest editions)

1. Elias M. Awad, Electronic Commerce - From Vision to Fulfillment, PHI Learning.
2. Joseph, P.T. and Si., E-Commerce An Indian Perspective, PHI Learning.
3. Efraim Turban, David King, Dennis Viehland, Jae Lee: Electronic Commerce A Managerial Perspective, Pearson Education.
4. Bharat Bhaskar, Electronic Commerce- Framework, Technologies and Applications, Tata McGraw Hill.
5. Dave Chaffey, E-Business and E-Commerce Management- Strategy, Implementation and Practice, Pearson Education.
6. Schneider Gary, Electronic Commerce, Cengage Learning.

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO 1	PO 2	PO 3	PO 4
CO 1	Understand the concepts, models, and evolution of E-Commerce and its impact on businesses.	3	1	2	1
CO 2	Explain various electronic payment systems and identify their risks and infrastructure requirements	2	1	2	3
CO 3	Analyze the security environment of E-Commerce and understand basic encryption and protection mechanisms	2	1	2	3
CO 4	Evaluate real-world applications, emerging trends, and regulatory and ethical issues in E-Commerce	2	2	3	2
AVG		**2.25**	**1.25**	**2.25**	**2.25**

BBA-CAM 108: Business Communication

L-2, T-0, Credits-02

Course Objective: This course aims to enhance students' oral and written communication skills essential for business success, with a focus on clarity, conciseness, cross-cultural understanding, and effective use of communication tools

Course Outcomes: Upon completion of this course, students will be able to:

CO1. Understand the fundamentals and principles of effective business communication.
CO2. Demonstrate awareness of cross-cultural communication and ethical considerations in a globalized business environment
CO3. Develop proficiency in business letter writing for various organizational contexts
CO4. Apply effective communication techniques in departmental correspondence, report writing, and presentations

Course Contents

Unit I

Fundamental of Communication: Meaning and significance of communication, Process of Communication, Principles of Effective Business Communication, 7Cs; How to Improve Command over Spoken and Written English, Effective Listening. **(6 Hours)**

Unit II

Communicating in a Multicultural World: Idea of a global world, Impact of globalization on organizational and multicultural communication, understanding culture for global communication; Etic and Emic approaches to culture, The Cross-Cultural Dimensions of Business Communication, Technology and Communication, Ethical & Legal Issues in Business Communication, overcoming cross cultural communication barriers. **(8 Hours)**

Unit III

Business letter writing and Presentation Tools: Business letters- Need, Functions and Layout of Letter Writing, Types of Letter Writing: Persuasive Letters, Request Letters, Sales Letters and Complaints; Employment related letters Interview Letters, Promotion. Letters, Resignation Letters, **(8 Hours)**

Unit IV

Departmental Communication: Barriers of Communication, Meaning, Need and Types, News Letters, Circulars, Agenda, Notice, Office Memorandums, Office Orders, Minutes of the meeting. Project and Report writing, How to Make a Presentation, Presentation Tools, Guidelines for Effective Presentation. **(8 Hours)**

Suggested Readings: (All latest editions)

1. Lesikar. Business Communication: Making Connections in a Digital World. McGraw Hill Education.
2. Boove, C.L., Thill, J.V. &Chaturvedi, M. Business Communication Today, Pearson.
3. Krizan et al. Effective Business Communication, Cengage Learning.
4. Scot, O. Contemporary Business Communication, Biztantra, New Delhi.

5. Bovee et al. Intercultural Business Communication, Pearson Education
6. Penrose et al. Business Communication for Managers, Cengage Learning.

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO 1	PO 2	PO 3	PO 4
CO 1	Understand the fundamentals and principles of effective business communication.	3	3	2	2
CO 2	Demonstrate awareness of cross-cultural communication and ethical considerations in a globalized business environment	2	3	3	2
CO 3	Develop proficiency in business letter writing for various organizational contexts	2	3	3	2
CO 4	Apply effective communication techniques in departmental correspondence, report writing, and presentations	2	3	3	2
AVG		**2.25**	**3.0**	**2.75**	**2.0**

BBA-CAM 110: MOOC

L-2, T-0, Credits-2

To remove rigid boundaries and facilitate new possibilities for learners in education system, study webs of active learning for young aspiring minds is India's Nation Massive Open Online Course (MOOC) platform. Massive Open Online Courses (MOOCs) are free online courses which are designed to achieve the three cardinal principles of India's education policy: Access, Equity and Quality. MOOCs provide an affordable and flexible way to learn new skills, career development, changing careers, supplemental learning, lifelong learning, corporate eLearning & and deliver quality educational experiences at scale and more.

A student will have the option to earn 2 credits by completing quality –assured MOOC programme of at least 8 weeks offered on the SWAYAM portal or any other online educational platform approved by the UGC / regulatory body from time to time. Completion certificate followed by assignment and exams of opted MOOC should be submitted to respective institute for earning the course credit, i.e. 2.

For August session, tentative list of programmes will be available on the platform from May- August and for January session, tentative list of programmes will be available on the platform from October to January.

BBA-CAM 112: C++ LAB

P-4, Credits-2

Course Objective: This course aims to develop practical understanding of object-oriented programming principles and enhance problem-solving abilities through hands-on programming using C++.

Course Outcomes: Upon completion of this course, students will be able to:

CO1. Apply basic programming constructs and control structures using C++ syntax
CO2. Demonstrate the use of functions, arrays, pointers, and user-defined data types
CO3. Implement object-oriented concepts such as classes, inheritance, and polymorphism
CO4. Perform file handling operations and manage I/O through streams in C++

Course Contents

Unit-1

Using the C++ Editor

1. Setting up the C++ editor
2. Using the editor
3. Tour of File. Edit. Search, Run, Compile, Debug, Project, Options, Window and Help menus

Introduction to C++

1. Basic Program Construction

2. Identifiers. Keywords. Constants. User defined data types. Derived data types
3. Declaration and definition of variables
4. Preprocessor directives and comments
5. Escape sequences
6. C++ operators, Precedence Summary
7. Implicit and explicit type conversions

Control structures

1. If. If..else, switch, ternary operator (?:), nesting
2. Do..while, while and for loop. break and continue

Unit-II

Structures and functions

1. Structures, Unions and enumerations
2. Accessing structure members
3. Function declaration and definition
4. Passing arguments. Call and return by value, call and return by reference
5. Default and Const arguments. Overloading
6. Inline functions

Classes and objects

1. Declaration of classes and objects
2. Declaration of members and data types
3. Differences between structure and classes

4. Constructors and destructors
5. Copy constructor
6. Static class member, Static class data, friend functions

Unit-III
Operator Overloading
1. Operator Keyword
2. Operator return values
3. Overloading unary and binary operator
4. Overloading Arithmetic Operators

Arrays and Pointers
1. Introduction to arrays. Initializing arrays, multi-dimensional arrays
2. introduction to pointers.
3. Pointer arithmetic

Unit-IV
Inheritance and polymorphism
1. Derived classes, overriding member functions
2. Base classes, types of base classes, types of derivation, access control 3. Multiple inheritance
4. Polymorphism. early binding and late binding
5. Abstract base classes. Virtual functions
6. Virtual constructors and destructors

I/O operations and working with files
1. C++ streams and stream classes
2. Opening and closing of files
3. Detecting end of files, binary files

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO 1	PO 2	PO 3	PO 4
CO 1	Apply basic programming constructs and control structures using C++ syntax	3	3	2	2
CO 2	Demonstrate the use of functions, arrays, pointers, and user-defined data types	2	3	3	2
CO 3	Implement object-oriented concepts such as classes, inheritance, and polymorphism	2	3	3	2
CO 4	Perform file handling operations and manage I/O through streams in C++	2	3	3	2
AVG		**2.25**	**3.0**	**2.75**	**2.0**

BBA-CAM 114: E-Commerce Lab

L-0, P-2, Credit-01

Course Objective: The course equips students with the skills to design and develop static webpages using HTML, create engaging digital content for social media and professional communication, and effectively use digital tools like Canva and generative AI for content creation, all while enhancing their proficiency in online branding, communication, and digital marketing strategies.

Course Outcomes: Upon completion of this course, students will be able to:

CO5. Proficient Web Design and Development
CO6. Effective Use of Social Media Platforms
CO7. Digital Content Creation and Design
CO8. Professional Writing and Digital Communication

Lab would be based on the following:

1. **Static Webpage Designing:** Creating Web pages using HTML Tags, Elements, Basic and advanced text formatting, multimedia components in HTML documents, Designing of webpage: Document Layout, List, Tables, Hyperlink, Working with Frames, Forms and Controls and other relevant things.
2. **Social Media & Writing Skills**-Blogs, Social Networking Sites, Digital Databases, Online Official Correspondence, Creating Digital Posters and Online Presentations using Canva, Generative AI Tools, etc.

Mapping the Course Outcomes with the given Programme Outcomes

Program level Outcomes		PO 1	PO 2	PO 3	PO 4
CO 1	Proficient Web Design and Development	1	3	2	3
CO 2	Effective Use of Social Media Platforms	3	3	3	3
CO 3	Digital Content Creation and Design	2	3	3	3
CO 4	Professional Writing and Digital Communication	2	3	3	2
AVG		**2**	**3**	**2.75**	**2.75**

BBA-CAM 116: Online/ Inhouse Industrial Skill-Based Training/ Apprenticeship

Credits-4

The Assessment Online/ Inhouse Industrial Skill-Based Training/ Apprenticeship shall be as follows.

Internal Assessment	-	40 Marks
External Assessment (Viva Voce)	-	60 Marks

Guidelines for Internal Assessment

1. The student has to submit the certificate of training/ Apprenticeship
2. Every student has to submit a spiral bind report to showcase the work done and learning during the internship/apprenticeship and must appear for End Term Viva.
3. The guidelines for the report are to be designed by every institution.
4. All the records to be maintained by every institute and should be able to produce whenever required by the university.
5. The duration of the training/apprenticeship will be the winter semester
6. The course may be offered by having an industry expert within campus/college and guide students on projects within the premises or students doing live projects in industry either offline or online.
7. The institute must appoint an internal faculty mentor for each student in order to monitor/ assess the training/apprenticeship and award internal marks

Note:

i. **Each student is required to complete a minimum of 60 hours of training, which can be undertaken in segments (on weekends), spread across the first and second semesters, or completed in one continuous session**
ii. **The university shall conduct external viva of 60 marks at the end of the semester**

BBA-CAM 118: Indian Knowledge Systems

L-2, T-0, Credits-2

Course Objective: This course aims to create awareness amongst the youths about the rich culture of the country by understanding the scientific value of the traditional knowledge of India; promote spiritual knowledge and wisdom in students, thereby shaping their personality and inculcating leadership skills. This course shall enable students to get a holistic insight into the understanding the working of nature and life.

Course Outcomes: Upon completion of this course, students will be able to:

- **CO1.** Explain the philosophical and cultural foundations of the Indian Knowledge System
- **CO2.** Interpret ancient Indian economic and commercial concepts such as Arthashastra and TKDL
- **CO3.** Understand Indian spiritual thought and its relevance to ethics, leadership, and workplace conduct
- **CO4.** Identify key contributions of Indian civilization in science, engineering, and architecture

Course Contents

Unit I:

Overview of Indian Knowledge: Philosophy: The Vedic Tradition, Upanishad and Classical Indian Darshanas, Indian Culture & Civilization –Different stages in the evolution of Indian Culture, Distinctive features of Indian culture, Components of Culture and Indian Music and Dance.

(8 Hours)

Unit II:

Integrating Indian Knowledge System into Commerce: Introduction to Arthashastra by Kautilya, Traditional Knowledge Digital Library (TKDL), Geographical Indications of Goods.

(8 Hours)

Unit III:

Spirituality: Spirituality vis-à-vis religion, Concept of Maya (Illusion) – Advaita Vedanta, Meaning, scope and implications at work, Concept of Dharma: varna ashram dharma, svadharma, Concept of karma – meaning and importance to managers, corporate karma. Concept of Vasudhaiva Kutumbakam. **(8 Hours)**

Unit IV:

Spirituality, Science, Engineering and Technology in IKS: Mathematics, Astronomy, Engineering and Technology: Metals and Metalworking, Town Planning, Architectural Engineering: Vastu Shastra and Shilpa Shastra. **(6 Hours)**

Suggestive Readings:

1. B Mahadevan, Introduction To Indian Knowledge System: Concepts and Applications, PHI
2. Kapur K and Singh A.K. Indian Knowledge Systems, Vol. 1. Indian Institute of Advanced Study, Shimla, D.K. Printworld (P) Ltd
3. The Cultural Heritage of India. Vol.I. Kolkata: Ramakrishna Mission Publication,
4. Nair, Shantha N. Echoes of Ancient Indian Wisdom, Hindology Books.
5. Majumdar R. C., Raychaudhuri H. C. and Datta, K An Advanced History of India Macmillan & Co., Limited, London,
6. Rao, N. The Four Values in Indian Philosophy and Culture. Mysore: University of Mysore.

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO 1	PO 2	PO 3	PO 4
CO 1	Explain the philosophical and cultural foundations of the Indian Knowledge System	3	2	2	1
CO 2	Interpret ancient Indian economic and commercial concepts such as Arthashastra and TKDL	3	1	3	2
CO 3	Understand Indian spiritual thought and its relevance to ethics, leadership, and workplace conduct	2	2	3	2
CO 4	Identify key contributions of Indian civilization in science, engineering, and architecture	2	1	2	3
AVG		**2.5**	**1.5**	**2.5**	**2.0**

SEMESTER - III

BBA-CAM 201: Database Management Systems

L-4, T-0, Credits-4

Course Objective: The objective of the course is to present and introduction to Database Management Systems, with an emphasis on how to organize, maintain and retrieve-efficiently and effectively- information from a DBMS.

Course Outcomes:

CO1. Gain knowledge and describe key concepts related of database systems, types of data models, and the components of relational database schemas.
CO2. Explain the principles of database design and describe the functionality of constraints in a relational database.
CO3. Demonstrate the ability to write simple and complex SQL queries for database management
CO4. Analyze and evaluate the normalization of a given relational database schema and convert to appropriate normal form optimize schema.

Course Contents

Unit I

Database Concepts and Database Design:

Requirement of databases, Characteristics of the database, Relational databases schemas, and instances. Three schema architecture and Data independence. Data models, Database architecture: Two-tier, Three-tier, Database System utilities. Database Design: Overview, ER-Model, Constraints, ER-Diagrams, ERD Issues, Weak Entity Sets, Codd's rules, Relational Schemas, Introduction to UML.

(15 Hours)

Unit Il

Relation data model and constraint & SQL:

Domain, Attributes, Tuples and Relations, Entity, Entity type, Relationship types, and Degree. SQL: Introduction, Types of constraints, Integrity constraints, data language: DML, DDL, DCL, implementing constraints like primary key, Not null, Check, Foreign key and unique, Indexing, Aggregate function, Null Values, Working with views, Queries, Nested queries, Joins and triggers.

(15 Hours)

Unit IlI

Normalization -First normal form, Second normal form and Third normal form, Boyce-Codd normal form, Functional dependencies, Algorithm for relational database schema design, Fourth normal form, Join dependencies and Fifth normal form. **(15 Hours)**

Unit IV

Relational Algebra: Relational algebra: Introduction, Selection and Projection, Set operations, Renaming, Joins, Division, Syntax, Semantics. Operators, Grouping, Relational comparison. Relational Calculus: Tuple relational calculus, Domain relational Calculus, Calculus vs algebra, Computational capabilities. **(15 Hours)**

Suggested Readings: (All latest editions)

1. Date, C. J., An Introduction to Database System, Addition Wesley Publishing Company.
2. Ramakrishnan R. & Gehrke, J., Database Management Systems, Mc-Graw-Hill Company, Higher Education.
3. Korth F., Database System Concepts, Mc-Graw-Hill.
4. Elmarsi, R. & Navathe, S.B., Fundamentals of Database Systems, Pearson.
5. Singh S.K.., Database System Concepts, design and application, Pearson Education.
6. Desai, Bipin, An Introduction to Database Systems", Galgotia Publications.

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Gain knowledge and describe key concepts related of database systems, types of data models, and the components of relational database schemas.	3	2	2	2	1
CO2	Explain the principles of database design and describe the functionality of constraints in a relational database.	3	2	3	1	2
CO3	Demonstrate the ability to write simple and complex SQL queries for database management	1	3	3	3	3
CO4	Analyze and evaluate the normalization of a given relational database schema and convert to appropriate normal form optimize schema.	2	3	3	2	3
Average		**2.25**	**2.5**	**2.75**	**2**	**2.25**

BBA-CAM 203: Decision Techniques for Business

L-4,T-0, Credit-4

Course Objective: The objective of this paper is to develop student's familiarity with the basic concept and tools in statistics and operations research. These techniques assist specially in resolving complex problems serve as a valuable guide to the decision makers.

Course Outcomes

CO1. Gains understanding and demonstrates a comprehensive understanding of statistical concepts as well as various methods of data collection and presentation
CO2. Apply correlation and regression analysis techniques to real-world datasets to make informed decision-making
CO3. Formulates and solves linear programming problems, synthesizing various problem-solving methods and evaluating their effectiveness in business decision-making contexts
CO4. Analyze problems to identify optimal solutions, and critically evaluate its implications in operational scenarios

Course Contents

Unit 1

Statistics: Definition. Importance & Limitation, Collection of data and formation of frequency distribution, Graphic presentation of Frequency distribution - Graphics, Bars, Histogram.
Measures of Central Tendency - Mean Median and Mode, Partition values - quartiles, deciles and percentiles; Measures of variation - Range, IQR, quartile, deciles and percentiles, mean deviation and standard deviation. Normal distribution curves. **(15 Hours)**

Unit II

Correlation Analysis: Correlation Coefficient; Assumptions of Correlation Analysis; Coefficients of Determination and Correlation; Measurement of Correlation- Karl Person's Methods: Spearman's Rank correlation; Regression: meaning, assumptions of regression, regression lines, ordinary least square method of regression; Pitfalls and Limitations Associated with Regression and Correlation Analysis. **(15 Hours)**

Unit III

Linear Programming: Concept and Assumptions, Usage in Business Decision Making, Linear Programming Problem: Formulation, Methods of Solving: Graphical and Simplex, problems with mixed constraints: Duality. **(15 Hours)**

Unit IV

Transportation and Assignment problems: General Structure of Transportation Problem, Methods for Finding Initial Solution and Testing for Optimality. **Assignment Problem:** Hungarian Assignment Method, unbalanced assignment problems, restrictions in assignment, Travelling Salesman Model. **(15 Hours)**

Suggested Readings: (All latest editions)

1. Vohra, N.D., Quantitative Techniques in Management, McGraw Hill Education.
2. Gupta, SP and Gupta, P.K.. Quantitative Techniques and Operation Research, Sultan Chand.
3. Rajagopalan, S. &Sattanathan, R., Business Statistics & Operations Research, McGraw Hill Education.
4. Sharma, J.K., Operations Research: Problems & Solutions, Macmillan India Ltd.
5. Render, Barry, Stair, R.M., Hanna, M.E., Quantitative Analysis for Management, Pearson Education.
6. Bajpai, Naval, Business Statistics, Pearson Education.

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		**PO1**	**PO2**	**PO3**	**PO4**	**PO5**
CO1	Gains understanding and demonstrates a comprehensive understanding of statistical concepts as well as various methods of data collection and presentation	3	3	2	2	1
CO2	Apply correlation and regression analysis techniques to real-world datasets to make informed decision-making	1	3	2	2	3
CO3	Formulates and solves linear programming problems, synthesizing various problem-solving methods and evaluating their effectiveness in business decision-making contexts	2	3	3	3	3
CO4	Analyze problems to identify optimal solutions, and critically evaluate its implications in operational scenarios	2	3	3	3	3
AVG		**2**	**3**	**2.5**	**2.5**	**2.5**

BBA-CAM 205: Business Research Methodology

L-4, T-0, Credits-04

Course Objective: The course aims to develop research aptitude skills among the learners and to enable them to prepare project report.

Course Outcomes:

CO1. Define and explain the basic concepts and scope of business research.

CO2. Apply research methodologies to real-world business problems and analyze their effectiveness.

CO3. Design a comprehensive research process to address specific business challenges and evaluate its potential outcomes.

CO4. Assess measurement techniques, sampling methods, and hypothesis testing, and prepare a well-structured research report based on findings.

Course Contents

Unit I

Introduction: Meaning of Research; Scope of Business Research; Purpose of Research, Types of Research, Criteria of Good Research, Steps in the Research Process, Unit of Analysis - Individual, Organization, Groups, and Data Series; Concept, Construct, Attributes, Variables, and Hypotheses. **(15 Hours)**

Unit II

Data Collection: Primary and Secondary sources of Data; Qualitative Vs Quantitative data; Methods of data collection. **Research Methods**- Field Study, Laboratory Study, Survey Method, Observational Method, Existing Database Search, Longitudinal Studies, Panel Studies, Univariate & Bivariate Analysis. **(15 Hours)**

Unit III

Measurement: Definition; Designing and writing items; Uni-dimensional and Multidimensional scales; Measurement Scales- Nominal, Ordinal, Interval, Ratio; Ratings and Ranking Scale, Thurston, Likert and Semantic Differential scaling, Paired Comparison, Questionnaire Design, Development and Testing, Reliability and Validity. **Sampling** -Steps, Types, Sample Size Decision; **Hypothesis Formulation and Testing:** Tests concerning means and proportions; T Test, Z Test, ANOVA, Chi-square test, Regression

(15 Hours)

Unit IV

Research Report: Meaning, types and layout of research report; Steps in report writing; Literature review and its significance, Referencing Styles, Essentials of good research report, presentation of a report, Ethics in Research, Plagiarism Check. **(15 Hours)**

Suggested Readings: (All latest editions)

1. Dangi,H.K, Dewem, S.,Business Research Methods, Vikas Publishing House
2. Cooper, Donald R. and Schindler, Pamela S, Business Research Methods, McGraw Hill Education.
3. Kumar, Ranjit, Research Methodology: A step by step guide for Beginners. Pearson Educaion.
4. Kumar V., Marketing Research: A Global Outlook, Sage Publications.
5. Levin, Richard and Rubin, DS, Statistics for Management, Pearson Education.
6. Beri, G.C., Marketing Research, McGraw Hill Education.

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Define and explain the basic concepts and scope of business research.	3	2	2	1	1
CO2	Apply research methodologies to real-world business problems and analyze their effectiveness.	2	3	3	3	3
CO3	Design a comprehensive research process to address specific business challenges and evaluate its potential outcomes.	2	3	3	3	3
CO4	Assess measurement techniques, sampling methods, and hypothesis testing, and prepare a well-structured research report based on findings.	1	3	3	3	3
AVG		**2**	**2.75**	**2.75**	**2.5**	**2.5**

Note:

1. This course has the combination of lecture and practicum credits. Hence, due weightage in the internal marks to be provided for the lab component
2. The practicum will cover various aspects of research, identification and use of various statistical tests using software tools available to a researcher such as Excel / SPSS / R / Python / any other analytical software.
3. Students have to prepare a research report based on data analysis done on primary/secondary data by using different statistical techniques as mentioned in the syllabus. The same would be a part of internal assessment.

BBA-CAM 207: Computer Networks

L-4, T-0, Credit-4

Course Objective: The main objective of this course is to introduce the understanding of the concept of computer networking with its layers, topologies, protocols & standards, IP addressing, routing, and latest Networking Standards.

Course Outcomes:

CO1. Understand and describe fundamental concepts & types of computer networks, with topologies and networking devices and their relevance to business operations

CO2. Assess the OSI Reference Model and TCP/IP Model, articulating their significance in ensuring effective communication within organizational frameworks

CO3. Demonstrate practical skills in configuring network addressing and routing protocols, highlighting their applications in enhancing business connectivity and efficiency.

CO4. Analyze various transport layer protocols and their implications for business applications, evaluating their performance in terms of reliability and speed for operational needs.

Course Content

Unit I

Introduction to Computer Network, Definitions, Uses, Benefits, Overview of Network Topologies (Star, Tree, Bus), Overview of Network Types (PAN, LAN, CAN, MAN), Networking Types (Client/Server, P2P), Overview of Protocols and Standards, OSI Reference Model, TCP/IP Model and its comparison with OSI, Analog and Digital data. Physical Layer and Network Media: Network Devices: Reapeater, Hub, Switch, Bridge, Router Different types of transmission medias (wired: twisted pair, coaxial, fiber optic, wireless: radio waves, microwaves, infrared, Ethernet cable standards (UTP; Fiber cable standards), Circuit, Message; Packet Switching

(15 Hours)

Unit II

Data Link Layer: Function of Data Link Layer (DLL), Overview of Logical Link Control (LLC) and Media Access Control (MAC), Framing and Flow Control Mechanisms, Error Detection and Correction techniques, Channel Allocation Techniques (ALOHA, Slotted ALOHA), Ethernet Standards (802.3 CSMA/CD, 802.4 Token Bus, 802.5 Token Ring), Wireless LAN: Spread Spectrum

(15 Hours)

Unit III

Network Layer: Introduction and Functions, IPv4 Addressing; Sub-netting, Class-full and Classless Addressing, IPv6 Addressing and its Features, Unicast, Multicast and Broadcast Routing: Introduction and Definition, Types of Routing (Static vs Dynamic, Unicast vs Multicast, Link State vs Distance Vector, Interior vs Exterior), Path Computation Algorithms: Dijkstra, Routing Protocols: RIP, OSPF; BGP **(15 Hours)**

Unit IV

Transport Layer: Introduction, Functions and Services, Transport Protocols: TCP, UDP and Their Comparisons, Connection Oriented and Connectionless Services Application, Presentation & Session Layer: Introduction and Functions, Web & HTTP, DNS and the Query Types, File Transfer and Email Protocols: FTP, SFTP, SMTP etc. **(15 Hours)**

Suggested Readings: (Latest Editions)

1. Forouzan, Behrouz A., Data Communication and Networking, Tata McGraw-Hill.
2. Tanenbaum, A.S., Computer Networks, Prentice Hall.
3. Hayes, J.F., Modelling and Analysis of Computer Communication Networks, Plenum Press.
4. Comer, D.E., Internetworking with TCP/IP, Prentice Hall, India.
5. Stallings, William, Data and Computer Communications, Pearson Education Asia.
6. Peterson, L.L., Davie, B.S., Computer Networks: A Systems Approach, Morgan Kaufman publishers.

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understand and describe fundamental concepts & types of computer networks, with topologies and networking devices and their relevance to business operations	3	2	1	1	1
CO2	Assess the OSI Reference Model and TCP/IP Model, articulating their significance in ensuring effective communication within organizational frameworks	3	3	2	3	2
CO3	Demonstrate practical skills in configuring network addressing and routing protocols, highlighting their applications in enhancing business connectivity and efficiency.	1	3	3	2	3
CO4	Analyze various transport layer protocols and their implications for business applications, evaluating their performance in terms of reliability and speed for operational needs.	2	3	3	3	3
Average		**2.25**	**2.75**	**2.25**	**2.25**	**2.25**

BBA-CAM 209: Database Management Systems Lab

P-4, Credit-2

Course Objective: This course aims to provide hands-on experience in designing databases, writing SQL queries, and applying normalization and data integrity concepts using a DBMS package for business applications.

Course Outcomes:

CO1. Perform practical exercises to define and describe database systems
CO2. Create and design databases implementing constraints to ensure data integrity in sample business applications
CO3. Develop proficiency in writing and executing SQL queries
CO4. Analyze and normalize relational database schemas for specific business cases

Lab would be based on the Paper BBA-CAM 201: DBMS and it will be based on DBMS package.

I. To write SQL queries and retrieving data.
II. SQL: Introduction to tables, Creating Tables, duplicating tables, modifying tables, dropping tables, rename a tables
III. Records: Inserting and updating the records in tables, Deleting the records, Viewing a table structure, Introduction to keys, Data integrity constraints
IV. Query: Simple query, Nested query, Joins: Natural join, Inner join, Cross join, Outer join, Full join. Aggregate functions: Group by and having clause, Relational and Logical operators.
V. Views, use of rollback and commit command, save points, Functions: string functions, statistical functions, date functions, Numeric functions conversion function

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Perform practical exercises to define and describe database systems	3	3	3	2	1
CO2	Create and design databases implementing constraints to ensure data integrity in sample business applications	3	3	3	3	3
CO3	Develop proficiency in writing and executing SQL queries	3	3	3	2	3
CO4	Analyze and normalize relational database schemas for specific business cases	2	3	3	3	3
Average		**2.75**	**3**	**3**	**2.5**	**2.5**

BBA-CAM 211: Human Resource Management

L-4, T-0, Credit-4

Course Objective: This course aims to equip students with fundamental concepts, processes, and contemporary practices in Human Resource Management, enabling them to effectively manage workforce planning, development, performance appraisal, and compensation strategies in modern organizations.

Course Outcomes: Upon completion of this course, students will be able to:

- **CO1.** Understand the core functions and emerging challenges in Human Resource Management
- **CO2.** Analyze and apply HR planning, recruitment, and selection strategies in various organizational contexts
- **CO3.** Evaluate different training and development methods and their applicability in employee skill enhancement
- **CO4.** Demonstrate knowledge of performance appraisal and compensation systems to support organizational and employee development

Course Contents

Unit 1:

Introduction to Human Resource Management: Functions of HR Manager; Policies related to Human Resource Management; Emerging challenges of human resource management - Workforce diversity, welfare, health, safety, social security, empowerment, downsizing, VRS, work life balance. Employee code of conduct, Human Resource Information System (HRIS) and e-HRM **(15 Hours)**

Unit 2:

Acquisition of Human Resource: Human resource planning- Quantitative and qualitative dimensions; Job analysis – Job description and job specification; Recruitment –sources, process; Selection – process, techniques and tools; induction and orientation; Retention. **(15 Hours)**

Unit 3:

Training and Development: Concept and importance; Role specific and competency-based training; Training and development techniques and programs – Apprenticeship, understudy, Job rotation, vestibule training, case study, role playing, sensitivity training, In- basket, management games, conferences and seminars, coaching and mentoring, management development programmes; Training process outsourcing, Cultural Shock. **(15 Hours)**

Unit 4:

Performance Appraisal and Compensation Management: Performance appraisal- Nature, objectives, process, methods, Employee counselling; Job changes - Transfers and promotions. Compensation - Rules and policies, Base and supplementary compensation; Individual and group incentive plans; Fringe benefits; Performance linked compensation; Employee stock option; Pay band compensation system; HR Audit, Contemporary issues in human resource management. **(15 Hours)**

Note: Case Studies are to be covered relevant to the concepts.

Suggested Readings: (All latest editions to be referred)

1. Dessler, Gary, A Framework for Human Resource Management, Pearson Publishers.
2. David A. Decenzo, Stephen P. Robbins, Susan L. Verhulst, Human Resource Management, WileyIndia Private Limited.
3. Bohlendar and Snell, Principles of Human Resource Management, Cengage Learning.
4. Aswathappa,K, Human Resource Management, McGraw Hill Education Company.
5. Robert L. Mathis and Jackson, J., Human Resource Management, South-Western College Publishing.
6. Rao, V. S. P., Human Resource Management: Text and Cases, Excel Books, Delhi

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understand the core functions and emerging challenges in Human Resource Management	3	2	2	2	1
CO2	Analyze and apply HR planning, recruitment, and selection strategies in various organizational contexts	3	2	2	3	3
CO3	Evaluate different training and development methods and their applicability in employee skill enhancement	3	2	2	3	3
CO4	Demonstrate knowledge of performance appraisal and compensation systems to support organizational and employee development	3	2	2	3	3
Average		**3.0**	**2.0**	**2.0**	**2.75**	**2.75**

BBA-CAM 213: Marketing Management

L-4, T-0, Credit-4

Course Objective: This course aims to develop students' understanding of fundamental marketing concepts, strategies, and applications, equipping them with the skills to analyze markets, design marketing mix, and adapt to emerging trends and technologies in marketing

Course Outcomes: Upon completion of this course, students will be able to:

CO1. Explain core concepts, scope, and philosophies of marketing and the consumer decision-making process.

CO2. Analyze marketing mix decisions related to product development, branding, pricing, and lifecycle

CO3. Evaluate strategies for promotion and distribution, including the use of IMC and channel management

CO4. Examine emerging trends in marketing such as digital marketing, AI applications, and ethical issues

Course Content

Unit I

Introduction to Marketing Environment & Types: Nature, Scope and Importance of Marketing, Evolution of Marketing; Core marketing concepts; Company orientation - Production concept, Product concept, selling concept, Marketing concept, Holistic marketing concept; Marketing Environment: Demographic, Economic, Political, Legal, Socio cultural, Technological environment (Indian context); Market and competition analysis, Market Analysis and Creating and Delivering Customer Value. types of marketing (B2C, B2G, B2B, C2C). **(15 Hours)**

Unit II

Marketing Segmentation & Consumer Behavior: Segmentation, Targeting and Positioning: Concept; Levels of Market Segmentation, Basis for Segmenting Consumer Markets; Consumer Behavior, The Rise of Consumer Democracy, Stimulus Response Model of Consumer Behavior, Buyer's Cultural, Social, Personal, and Psychological Characteristics particularly in Indian context, Consumer Buying Decision Process, Business Customer's Buying Decision Process, and Traditional vs. Experiential Marketing's View of Customer. **(15 Hours)**

Unit III

Product, Pricing & Promotion Decisions and Distribution: Product decisions: Concept of Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Branding Decisions, Packaging & Labelling. Promotion Decisions: Factors determining promotion mix, Promotional Tools –Fundamentals of advertisement, Sales Promotion, Public Relations & Publicity and Personal Selling. Marketing Channel Decision: Channel functions, Channel Levels, Types of Intermediaries: Wholesalers and Retailers, Introduction to Retail Management. **(15 Hours)**

Unit IV

Introduction to Emerging Trends in Marketing: Marketing of Services: unique characteristics of services, marketing strategies for service firms – 7Ps. Contemporary and ethical issues in Marketing, E-commerce, Digital Marketing, Ethics and social responsibility in Marketing, Integrated Marketing, Relationship Marketing, Sustainable Marketing, Online Payments, Rural Marketing, Social Marketing, Green Marketing (Introductory aspects only), Role of AI and Robotics in Marketing.

(15 Hours)

Note: Case Studies are to be covered relevant to the concepts.

Suggested Readings:(Latest Editions)

1. Kotler, P., Keller, K.L., Marketing Management, Pearson Education.
2. Ramaswamy, V.S and Namakumari, S., Marketing Management: A Strategic Decision-Making Approach Global Perspective Indian Context, McGraw Hill Education Company.
3. Lamb, C.W, Hair, J.F, Sharma, D. &Mc Daniel C., Marketing- A South Asian Perspective Edition, South-Western Cengage Learning.
4. Baines, P., Fill, C., Page, K., Sinha, P.K., Marketing (Asian Edition), Oxford University Press, New Delhi.
5. Walker 0. C., Mullins J. & Boyd Jr. H. W., Marketing Strategy: A Decision Focused Approach, McGraw Hill Education Company.
6. Panda, T.K, Marketing Management-Text and Cases, Taxmann

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Explain core concepts, scope, and philosophies of marketing and the consumer decision-making process	3	2	2	2	2
CO2	Analyze marketing mix decisions related to product development, branding, pricing, and lifecycle	3	2	3	3	2
CO3	Evaluate strategies for promotion and distribution, including the use of IMC and channel management	3	3	3	3	3
CO4	Examine emerging trends in marketing such as digital marketing, AI applications, and ethical issues	2	2	3	3	3
AVG		**2.75**	**2.75**	**2.25**	**2.75**	**2.5**

BBA-CAM 215: Financial Management

L-4, T-0, Credit-4

Course Objectives: The objective of this course is to acquaint the students with the overall framework of financial decision-making in a business unit.

Course Outcomes: Upon completion of this course, students will be able to:

CO1. Explain the fundamental concepts and objectives of financial management and identify the roles and responsibilities of a finance manager.
CO2. Apply techniques for computing the cost of capital and analyze various capital structure theories to make effective financing decisions
CO3. Evaluate investment proposals using capital budgeting methods including NPV, IRR, and risk assessment tools.
CO4. Assess dividend policies and working capital management strategies to improve organizational financial performance.

Course Content

Unit I

Introduction: Nature, Scope, and Objectives of Financial Management-Profit Maximization, Wealth Maximization, Value Maximization-concept & implications, Economic Value Added (EVA), Market Value Added (MVA), Functions and Responsibilities of Finance Manager, Time Value of Money. **(15 Hours)**

Unit II

Cost of Capital and Finance Decision: Sources of Long-Term Financing, Components of Cost of Capital & Calculation, Cost of Equity, Cost of Retained Earnings, Cost of Debt & Preference Capital, Weighted Average Cost of Capital (WACC) and Marginal Cost of Capital, Capital Structure-Theories of Capital Structure (Net Income, Net Operating Income, MM Hypothesis, Traditional Approach). **(15 Hours)**

Unit III

Capital Budgeting: Capital Budgeting Process and Methods, Payback Period Method, Discounted Payback Period Method, Accounting Rate of Return (ARR), Net Present Value (NPV), Internal Rate of Return (IRR) & Modified IRR, Break-Even point, Profitability Index, Capital Budgeting Under Risk & Uncertainty, Certainty Equivalent Approach, Risk-Adjusted Discount Rate Method using statistical & quantitative techniques. **(15 Hours)**

Unit IV:

Dividend Decisions and Working Capital Management: Theories for relevance and irrelevance of Dividend Decision, Walter's Model, Gordon's Model, MM Approach, Types of dividend, Determinants of Dividend Policy, Concept of Working Capital, Operating & Cash Cycles, Risk-return trade off, Working Capital Estimation, Cash Management, Overview of Receivables Management, Factoring and Inventory Management. **(15 Hours)**

Suggested Readings (Latest Editions):

1. Khan, M.Y, Jai P.K, Financial Management, McGraw Hill Education Company
2. Pandey I.M, Financial Management, Vikas Publishing House
3. Kapil, Sheeba, Financial Management, Pearson Education
4. Chandra, Prasanna, Financial Management, McGraw Hill Education Company
5. Maheshwari, S.N, Financial Management: Principles and Practice, Sultan Chand & Sons
6. Tulsian, P.C, Financial Management: A self-study textbook, S. Chand

Mapping the Course Outcomes with Programme Outcomes

CO No.	Course Outcomes (COs)	PO1	PO2	PO3	PO4	PO5
CO1	Explain the fundamental concepts and objectives of financial management and identify the roles and responsibilities of a finance manager.	3	2	2	2	1
CO2	Apply techniques for computing the cost of capital and analyze various capital structure theories to make effective financing decisions.	3	3	2	3	1
CO3	Evaluate investment proposals using capital budgeting methods including NPV, IRR, and risk assessment tools.	3	3	2	3	1
CO4	Assess dividend policies and working capital management strategies to improve organizational financial performance.	3	3	2	3	2
Average	—	**3.0**	**2.75**	**2.0**	**2.75**	**1.25**

BBA-CAM 217: Management of International Business

L-4, T-0, Credit-4

Course Objectives: The course aims to help students to understand the evolution and significance of international trade in contemporary business environment and examine various economic integration by analyzing the emerging trends in International Business

Course Outcomes: Upon completion of this course, students will be able to:

CO1. Understand and interpret the fundamental theories of international business and trade
CO2. Examine & analyse Foreign Direct Investment and its impact on various world economy
CO3. Analyse the significance of economic Integration in International Business
CO4. Appraise and develop a comprehensive understanding of global emerging trends and stakeholder engagement

Course Contents:

Unit 1:

Introduction to International Business: Introduction to International Business Stages of Internationalization – EPRG Framework- International Trade Theories: Theories of International Trade Mercantilists, Absolute Cost and Comparative Advantage, Factor Proportions, Neo-factor Proportions Theories, Country Similarity Theory, Intra-industry Trade, Tariff and Non-Tariff Barriers in Global Businesses. **(15 Hours)**

Unit 2:

Introduction of Foreign Direct Investment: Introduction Foreign Direct Investment in the World Economy, Trends in FDI, Theories of Foreign Direct Investment, Greenfield and Brownfield FDI, Benefits and Costs of FDI, International Institutions and the Liberalization of FDI, CAGE Model. (**15 Hours)**

Unit 3:

Economic Integration

Economic indicators and their impact on international business decisions, Regional Economic Integration and Trade Blocs, Basic Principles of Multilateral Trade Negotiations, Instruments of Trade Regulation, FDA, custom union, common market economic union, Emerging Markets and Developing Economies. (**15 Hours)**

Unit 4:

Emerging Trends in International Business: International Entrepreneurship and Born Global Firms, Ethical Considerations – International CSR Frameworks, ESG investing and reporting standards, corporate responses to climate change and social justice issues Implications of Brexit on international business laws, the rise of digital platforms, and ecommerce. Re-shoring and Nearshoring Trend. **(15 Hours)**

Suggested Readings: (latest editions to be referred)

1. Charles,W.L. International Business: Competing in the Global Marketplace, Mc Graw Hill.
2. Sharan,V. International Business: Concept, Environment and Strategy, Pearson Education
3. Wild,J.J and Wild,K.L. International Business: The Challenges of Globalization, Pearson Education
4. Rakesh, M. J. International Business, New Delhi, Oxford University Press.
5. Aswathappa, A. International Business, Tata McGraw-Hill Education.
6. Daniels John, Radebaugh Lee, Sullivan Daniel, Salwan P., International Business, Pearson Education

Note: Case Studies are to be covered relevant to the concepts to enhance critical thinking and promoting higher order thinking skills.

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		**PO1**	**PO2**	**PO3**	**PO4**	**PO5**
CO1	Understand and interpret the fundamental theories of international business and trade	3	3	2	2	2
CO2	Examine & analyse Foreign Direct Investment and its impact on various world economy	2	3	3	3	3
CO3	Analyse the significance of economic Integration in International Business	2	3	2	3	3
CO4	Appraise and develop a comprehensive understanding of global emerging trends and stakeholder engagement	2	3	3	3	3
AVG		**2.25**	**3**	**2.5**	**2.75**	**2.75**

BBA-CAM 219: Foundation of Entrepreneurship & Startups

L-4, T-0, Credit-4

Course Objective:
To equip students with the knowledge, skills, and mindset required to identify opportunities, launch, and manage successful entrepreneurial ventures within a dynamic startup ecosystem.

Course Outcomes:
CO1: Gains knowledge and understands fundamentals of entrepreneurship.
CO2: Exhibits professional skill & ability to identify business opportunities, conduct market research, and validate its feasibility.
CO3: Equip to apply & create comprehensive business plans and craft business models.
CO4: Gain insights into the various startup ecosystems and evaluate schemes by different institutions.

Course Content
Unit I: Introduction to Entrepreneurship, Meaning and concept of entrepreneurship, the history of entrepreneurship development, role of entrepreneurship in economic development, Myths about entrepreneurs, types of entrepreneurs. **(15 Hours)**

Unit II: The skills/ traits required to be an entrepreneur, Entrepreneurial Competencies, Creative and Design Thinking, the entrepreneurial decision process, entrepreneurial success stories, Women Entrepreneurship, Rural Entrepreneurship, Green Entrepreneurship: Focus on emerging trends in eco-friendly products and services, sustainability as a competitive advantage **(15 Hours)**

Unit III: Crafting business models and business plans: Introduction to business models; Creating value propositions-conventional industry logic, value innovation logic; customer focused innovation; building and analysing business models; Business model canvas, Introduction to lean start-ups, Drafting a Business Plan, Business Pitching. **(15 Hours)**

Unit IV. Institutions Supporting Small Business Enterprises: Central level institutions. State level institutions. Other agencies. Industry Associations. Class exercise- discussions on current government schemes supporting entrepreneurship and finding out which scheme will most suit the business plan devised by the student. **(15 Hours)**

Text Books:
1. Kuratko, D, Hornsby J.S., New Venture Management: Entrepreneur's roadmap
2. Hisrich, R.D., Manimala, M.J., Peters, M.P., Shepherd, D.A.: Entrepreneurship, Tata McGraw Hill
3. Ries, Eric,The lean Start-up: How constant innovation creates radically, Penguin UK
4. S. Carter and D. Jones-Evans, Enterprise and small business- Principal Practice and Policy, Pearson Education
5. Prasad, R.C.A, Start-up sutra: what the angels won't tell you about business and life, Hachette India.
6. Charantimath, P., Entrepreneurship Development: Small Business Enterprises. Pearson

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		**PO1**	**PO2**	**PO3**	**PO4**	**PO5**
CO1	Gains knowledge and understands fundamentals of entrepreneurship	3	2	2	2	2
CO2	Exhibits professional skill & ability to identify business opportunities, conduct market research, and validate its feasibility	2	3	3	3	3
CO3	Equip to apply & create comprehensive business plans and craft business models	3	3	3	3	3
CO4	Gain insights into the various startup ecosystems and evaluate schemes by different institutions	3	3	3	3	3
AVG		**2.75**	**2.75**	**2.75**	**2.75**	**2.75**

Note: Case Studies are to be covered relevant to the concepts to enhance critical thinking and promoting higher order thinking skills.

BBA-CAM 221: NSS/Club activities

Credit-2

NCC/NSS/ Club Activities are offered so as to enable the students to opt for the same for ability enhancement. The student who has successfully completed the said activities shall be awarded two credits after the same is duly approved by the NSS/NCC Cell/Club Faculty Incharge.
The institute is advised to maintain the records of all students in the following format

I. Date of Activity
II. Place of Activity
III. Working Hours
IV. Details of Activity

Note:

1. For NSS/NCC, institute shall follow the guidelines as prescribed by these bodies
2. All club activities undertaken by students should be recorded w.e.f. first semester with total hours of engagement of minimum 60 hours.

SEMESTER - IV

BBA-CAM 202: Business Environment and Law

L-4, T-0, Credits-04

Course Objective: The objective of the course is to impart understanding of legal environment of business and familiarize with legal agreements to understand the process of establishing legal relationships

Course Outcomes:

CO1. Understand the concept and importance of the business environment, including economic, socio-cultural, and political factors, and their impact on business.

CO2. Analyze government policies, business laws, and their effects on business operations and compliance.

CO3. Evaluate core business laws like contracts, companies, and labor laws, and their implications for business.

CO4. Develop strategies for addressing emerging laws like consumer protection, digital contracts, and environmental regulations.

Course Content

Unit 1:

Business Environment: Introduction to Business Environment: Concept, Scope, and Importance, Components: Internal and External Environment, Economic Environment: Economic Systems: Capitalism, Socialism, Mixed Economy, Role of Government in Business, Economic Reforms: Liberalization, Privatization, and Globalization (LPG); Socio-Cultural Environment: Impact of Culture on Business, Corporate Social Responsibility (CSR) **(15 Hours)**

Unit 2:

Political and Legal Environment: Political Environment: Political Systems and their Impact on Business, Government Policies and Business Strategies; Legal Environment: Introduction to Business Laws, Importance of Legal Compliance, Impact of Laws on Business Operations **(10 Hours)**

Unit 3:

Core Business Laws: The Indian Contract Act, 1872: Essentials of a Valid Contract, Types of Contracts, Breach of Contract and Remedies; The Companies Act, 2013: Types of Companies, Formation, Management, and Winding Up; The Sale of Goods Act, 1930: Essentials of a Contract of Sale, Conditions and Warranties, Transfer of Ownership; Labour Laws: The Industrial Disputes Act, 1947, The Factories Act, 1948, The Minimum Wages Act, 1948 **(20 Hours)**

Unit 4:

Emerging Business Laws and Consumer Protection: Consumer Protection Act, 2019: Consumer Rights and Responsibilities, Grievance Redressal Mechanisms; Information Technology Act, 2000: Digital Contracts, Cybersecurity and Penalties; Environmental Laws:The Environment Protection Act, 1986, Corporate Responsibility for Environmental Protection **(15 Hours)**

Note:

1. **Case Studies are to be covered relevant to the concepts to enhance critical thinking and ethical practices.**
2. **Any important act announced in recent years should also be covered**

Suggested Readings: (latest editions to be referred)

1. Cherunilam, F. Business environment and law. Mumbai: Himalaya Publishing House.
2. Pathak, A. Legal aspects of business, New Delhi: McGraw Hill Education.
3. Kuchhal, M. C. Mercantile law, New Delhi: Vikas Publishing House.
4. Jain, S. P., & Narang, K. L, Industrial and labour laws, New Delhi: Dhanpat Rai & Co.
5. Singh, A, The Consumer Protection Act, 2019: An insight. Lucknow: Eastern Book Company.
6. Divan, S., & Rosencranz, A., Environmental law and policy in India, New Delhi: Oxford University Press.

Mapping the Course Outcomes with Programme Outcomes:

Program level Outcomes		**PO1**	**PO2**	**PO3**	**PO4**	**PO5**
CO1	Understand the concept and importance of the business environment, including economic, socio-cultural, and political factors, and their impact on business.	3	1	2	2	1
CO2	Analyze government policies, business laws, and their effects on business operations and compliance.	2	3	3	2	1
CO3	Evaluate core business laws like contracts, companies, and labor laws, and their implications for business.	2	3	2	2	3
CO4	Develop strategies for addressing emerging laws like consumer protection, digital contracts, and environmental regulations.	1	3	3	3	3
AVG		**2**	**3**	**2.5**	**2.25**	**2**

BBA-CAM 204: Operating Systems

L-4, T-0, Credits-4

Course Objective: The main objective of this course is to develop expertise related to the functionalities of operating system and understand the concept of process scheduling, memory management, deadlock and file system.

Course Outcomes:

CO1. Gains knowledge and understands fundamental concepts of operating systems emphasizing its importance in business environments

CO2. Demonstrate proficiency in basic Linux commands and directory navigation highlighting its relevance in managing business applications

CO3. Understands & Analyze process synchronization mechanisms and deadlock conditions and their implications for system reliability in business operations

CO4. Evaluates memory management strategies and analyze their impact on system performance in relation to business applications

Course Content

Unit I

Introduction: Operating System, Functions of Operating System, Simple Batch Systems; Multi programmed Batch systems, Time-Sharing Systems, Personal-computer systems, Parallel systems, Distributed Systems, Real-Time Systems. **Processes:** Process Concept, Process Scheduling, Operation on Processes, cooperation Process

(15 Hours)

Unit II

CPU Scheduling: Basic Concepts, Scheduling Criteria, Scheduling Algorithms

LINUX: Overview of UNIX and LINUX Architectures, Understanding of common commands like man, date, who am I, who, we, cal, bc, hostname and uname. Basic Linux directory structure and the functions of different directories basic directory navigation commands like cd, mv, copy, rm, and cat command, Permission types, Examining permissions, changing permissions (symbolic method numeric method), vi editor, Shell programming **(15 Hours)**

Unit Ill

Process Synchronization: Background, The Critical-Section Problem, Semaphores

Deadlocks: System Model, Deadlock Characterization, Methods for Handling Deadlocks, Deadlock Prevention, Deadlock Avoidance, Deadlock Detection, Recovery from Deadlock

(15 Hours)

Unit IV

Memory Management: Background, Logical versus Physical Address space, swapping, Contiguous allocation, Paging, Segmentation

Virtual Memory: Demand Paging, Page Replacement, Page-replacement Algorithms, Performance of Demand Paging, Allocation of Frames, Thrashing, Other Considerations

Information Management: Introduction, A Simple File System, General Model of a File System, Types of File System File-System Interface: File Concept, Access Methods, Directory Structure.

(15 Hours)

Suggested Readings: (Latest Editions)

1. Silbersachatz, Abraham & Galvin, P.B., Operating System Concepts, John Wiley & Sons
2. Dhotre, I. A., Venugurlekar, P. A. & Mhatre, H. K., Operating System, Technical Publication.
3. Das, Sumitabha, Unix Concepts and Application, Mc-Graw Hill Education Company.
4. Sivaselvan, B. & Gopalan, N. P., A Beginner's Guide to UNIX, PHI Learning
5. Tanenbaum, Andrew S. & Woodhull, Albert S., Operating Systems Design and Implementation, Pearson & Prentice Hall.
6. Madnick E., Donovan J., Operating Systems, Tata McGraw Hill.

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Gains knowledge and understands fundamental concepts of operating systems emphasizing its importance in business environments	3	1	2	2	2
CO2	Demonstrate proficiency in basic Linux commands and directory navigation highlighting its relevance in managing business applications	2	2	3	2	2
CO3	Understands & Analyze process synchronization mechanisms and deadlock conditions and their implications for system reliability in business operations	3	3	3	3	3
CO4	Evaluates memory management strategies and analyze their impact on system performance in relation to business applications	1	3	3	3	2
Average		**2.25**	**2.25**	**2.75**	**2.5**	**2.25**

BBA-CAM 206: Python Programming

L-4, T-0, Credits-4

Course Objective: This course aims to equip students with foundational and intermediate programming skills in Python, including object-oriented programming, file handling, data structures, and GUI development using Tkinter for solving real-world problems.

Course Outcomes:

CO1. Understand basic programming constructs, control structures, and data types in Python
CO2. Implement modular programming using functions, modules, and file handling
CO3. Apply object-oriented programming principles to build structured programs.
CO4. Design simple GUI applications using Tkinter and perform basic data analysis using NumPy

Course Content

Unit I

Python Programming Introduction: Evolution, Need of Python Programming, Features, program structure, Identifiers, Escape sequences, IDLE-Python Interpreter Operators: Relational, Logical, Bitwise, comparison operator etc. Variables and assignment statements, Keywords.
Control Structures: if-conditional statements, if - else condition, if-elif-else condition, nested if elif-else condition, Iteration (Loop and while statements), Nested Loops, break, continue and pass statements. Strings: Slicing, Membership, Built in functions (count, find, capitalize, title, lower, upper and swap case, replace, join, isspace (isdigit, split, startswith, endswith). **(15 Hours)**

Unit II

Data Structures and Functions: Lists: Creation, indexing, slicing, list functions (append, extend, insert, remove, sort);Tuples and Sets: Operations and built-in functions; Dictionaries: Creating, accessing, updating, deleting, and dictionary methods (get, update, keys, values); Functions: Defining and calling, types of arguments, recursion, lambda, default and keyword arguments; Modules and Packages: Importing, math, random modules. (**15 Hours)**

Unit Ill

File Handling and OOP in Python: File Handling: Text, binary, and CSV files – reading, writing, appending; Exception Handling: try-except, finally, custom exceptions; Object-Oriented Programming: Classes and objects, constructors, methods, encapsulation, inheritance, polymorphism, abstract classes. (**15 Hours)**

Unit IV

GUI Programming and NumPy for Data Analysis: Introduction to Tkinter: Widgets (Label, Entry, Button, Text), Layouts (pack, grid), Event handling; Building GUI-based applications; NumPy Basics: Creating arrays, array operations, indexing and slicing, statistical operations; Applications of Python in data processing and basic visualization. **(15 Hours)**

Suggested Readings: (Latest Editions)

1. Summerfield, M., Programming in Python 3: A Complete Introduction to the Python Language, Addisson Wesley.
2. Taneja, S. & Kumar, N., Python Programming: A Modular Approach, Pearson India Education Services Pvt. Ltd
3. McKinney, Wes, Python for Data Analysis: Agile tools for Real World Data, O'Reilly
4. Kanetkar, Y. & Kanetkar,A., Let Us Python, BPB Publications
5. Urban, M., & Murach,J.,Python Programming, Murach publications
6. Lutz, M.,Programming Python, O'Reilly

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understand basic programming constructs, control structures, and data types in Python	3	2	2	1	2
CO2	Implement modular programming using functions, modules, and file handling	3	2	2	1	2
CO3	Apply object-oriented programming principles to build structured programs.	3	2	2	2	3
CO4	Design simple GUI applications using Tkinter and perform basic data analysis using NumPy	3	3	2	3	3
Average		**3.0**	**2.25**	**2.0**	**1.75**	**2.5**

BBA-CAM 208: MOOC

Credits-2

To remove rigid boundaries and facilitate new possibilities for learners in education system, study webs of active learning for young aspiring minds is India's Nation Massive Open Online Course (MOOC) platform. Massive Open Online Courses (MOOCs) are free online courses which are designed to achieve the three cardinal principles of India's education policy: Access, Equity and Quality. MOOCs provide an affordable and flexible way to learn new skills, career development, changing careers, supplemental learning, lifelong learning, corporate eLearning & and deliver quality educational experiences at scale and more.

A student will have the option to earn 2 credits by completing quality –assured MOOC programme of at least 8 weeks offered on the SWAYAM portal or any other online educational platform approved by the UGC / regulatory body from time to time. Completion certificate followed by assignment and exams of opted MOOC should be submitted to respective institute for earning the course credit, i.e. 2.

For August session, tentative list of programmes will be available on the platform from May to August and for January session, tentative list of programmes will be available on the platform from October to January.

BBA-CAM 210: Talent Management

L-4, T-0, Credits-4

Course Objective: This course aims to equip students with the knowledge and skills necessary to attract, acquire, and retain talent within organizations.

Course Outcomes: Upon completion of the course the student will be able to:
CO1. Understanding Talent Management Fundamentals
CO2. Developing Effective Talent acquisition strategies
CO3. Implementing Competency-Based Talent Management Practices
CO4. Evaluate the dynamics of succession planning, reward and potential management

Course Content
Unit-1
Introduction to Talent Management and Acquisition strategies: Overview of Talent Management and Factors affecting Talent Management context globally; Need and Type of Talent, Four components of Talent Management; Creating a culture for Talent Management. Difference between Recruitment and Talent Acquisition; Contemporary strategies in acquiring talent-Skilling, Upskilling & Reskilling; Competing value Proposition and role of Employer Branding in Talent Acquisition; Onboarding new Hires and socializing challenges. **(15 Hours)**

Unit 2
Talent acquisition and role of Assessment centers: Concept of Assessment centers; Definition and meaning of assessment centers; Use and Benefit of Assessment centers; Outsourcing and use of technology in Assessment centers; Training Assessors, Resources required, Validity and reliability of Assessment centers, Disadvantages of Assessment center; When to use and not to use Assessment centers; Assessing and developing competencies; Competency Mapping, at Individual and task level; Use of Competency Framework for developing Talent**.** **(15 Hours)**

Unit 3
Career Management and Succession Planning: Fundamentals of Career Planning, trends and Best Practices; Models of career Planning; Succession Planning Process and Issues; Challenges pertaining to Succession Planning; Managing Performance and Potential of Key talent, Managing Potential of Key talent. **(15 Hours)**

Unit 4
Emerging trends in Talent Acquisition and Management: Mentoring High Potential talent; Process of effective Mentoring; Gender Differences in Mentoring Process; Managing the Reward and Benefits for Talent, building in customized talent reward strategy for retaining talent; Ethics of Managing Talent; Talent and technology trends. **(15 Hours)**

Suggested Readings (Latest Edition):

1. Roy, A.B, Roy, S. Competency Based Human Resource Management, Sage.
2. Lance A. Berger, Dorothy R. Berger. Talent management Handbook, Association for talent development by Virginia USA
3. Berger, L.A, Berger, D.R., Talent Management Hand Book, McGraw-Hill
4. Hasan, Singh, Talent management in India: Challenges and Opportunities, Atlantic Publication.
5. Joshi, G., Vohra, V, Talent Management, Cengage Learning
6. Hurconomics for Talent Management, Pearson Education

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		**PO1**	**PO2**	**PO3**	**PO4**	**PO5**
CO1	Understanding Talent Management Fundamentals	3	1	2	2	2
CO2	Developing Effective Talent acquisition strategies	2	3	3	3	3
CO3	Implementing Competency-Based Talent Management Practices	1	3	3	3	3
CO4	Evaluate the dynamics of succession planning, reward and potential management	3	3	3	3	3
AVG		**2.25**	**2.5**	**2.75**	**2.75**	**2.75**

Case Studies are to be covered relevant to the concepts to enhance critical thinking and promoting higher order thinking skills based on current issues.

BBA-CAM 212: Sales & Channel Management

L-4, T-0, Credits-4

Course Objective: Objective: The course aims to impart the knowledge and skills needed to manage the sales force and distribution functions in a business organization so as to help gain a competitive advantage.

Course Outcomes: Upon completion of the course the student will be able to:

CO1. Understand the various roles & responsibilities of a manager related to sales management
CO2. Explore the key areas related to the organization, selection, and development of effective sales force
CO3. Examine and analyze the role and functions of distribution channels and intermediaries
CO4. Integrate sales strategies with distribution logistics, and addressing ethical and legal issues

Course Contents

Unit I

Introduction to Sales Management: Evolution of Sales Management, Scope and importance: Sales Personnel skills, Types of Sales Managers; Personal Selling- Theories, Psychology in Selling, Buying Situations, Sales Process; Sales Forecasting; Sales Territory Design.

(15 Hours)

Unit II

Sales Force Management: Sales Organization structure; Sales Force Size; Recruitment, Selection of Sales force; Training, motivation and Compensation of Sales Force; Sales Quotas and Contests; Evaluation of Sales performance. **(15 Hours)**

Unit III

Distribution Channels and Institutions: Functions of Intermediaries; Types and Role of Channel Intermediaries in India for Consumer and Industrial products; Retail -Structure, Types and Role, Strategies, Performance Measures, Franchising, Retail Scenario in India; Wholesaling - Features, Classification, Decisions, Trends and Future Scenario.

(15 Hours)

Unit IV

Distribution Channel Management - Design, Management and Logistics, Channel Strategy and Design; Selection, Motivation and Evaluation of Intermediaries; Managing Channel Dynamics, Relationships and Channel Conflict; Physical Distribution System -Objectives and Decision Areas; Introduction to Logistics and Supply Chain Management, Green Supply Chain & E-commerce; Integration of Sales and Distribution Strategy. Logistics for sustainability and digital trends Ethical and Legal Issues in Sales and Distribution Management in Indian context.

(15 Hours)

Suggested Readings:

1. Still. K.R., Cundiff. E.W & Govoni. N.A.P. Sales Management. Pearson Education.
2. Rosenbloom, Bert, Marketing Channels: A Management View, Cengage Learning.

3. Jobber, David and Lancaster, Geoffery, Selling and Sales Management, Pearson Education
4. Tanner Jr., J.F., Honeycutt Jr., E.D. and Erfimeyer, R.C., Sales Management, Pearson Education
5. Panda, T.K. and Sahadev, S, Sales and Distribution Management, Oxford University Press.
6. Havaldar, K K. and Cavale, VM., Sales and Distribution Management: Text and Cases, Tata McGraw Hill.

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		**PO1**	**PO2**	**PO3**	**PO4**	**PO5**
CO1	Understanding the various roles & responsibilities of a manager related to sales management	3	2	3	1	1
CO2	Explore the key areas related to the organization, selection, and development of effective sales force	3	3	3	3	3
CO3	Examine and analyze the role and functions of distribution channels and intermediaries	2	3	3	3	3
CO4	Integrate sales strategies with distribution logistics, and addressing ethical and legal issues	2	3	3	3	3
AVG		**2.5**	**2.75**	**3**	**2.5**	**2.5**

Note:
1. Case Studies/ Simulations are to be utilized relevant to the concepts to enhance critical thinking and promoting higher order thinking skills based on current issues.
2. Field Visit to showcase warehouses for hands-on learning experiences may be included

BBA-CAM 214: Cost Accounting

L-4, T-0, Credits-4

Course Objective: The course aims to develop proficiency in students towards costing techniques with the aim of cost control and cost management.

Course Outcomes:

CO1. Gains knowledge and understands the components of cost accounting

CO2. Analyze material costs and evaluate inventory control techniques, assessing their impact on cost management

CO3. Develop costing strategies using various methods and create reports on cost determination and profit assessment

CO4. Evaluate labor costs and overheads, applying labor cost control techniques and implementing Activity-Based Costing (ABC) in practical scenarios

Course Content

Unit I

Concept and Nature of Cost Accounting: Concept and significance of cost and costing, Cost classification, Costing System, Cost unit, Cost center, Preparation of Cost Sheet for manufacturing and service sector.

Material Cost- Direct and indirect material, Valuation of materials, Inventory control: Just in Time (JIT), Kanban, Kaizen, Economic Order Quantity (EOQ**). (15 Hours)**

Unit II

Employee Cost and Overheads: Meaning and classification of employee cost - Time and piece rate plans, Profit sharing, Employee productivity and cost. Labor cost control techniques, Remuneration and Incentive schemes (Rowan & Halsey Plan only).

Definition, classification, treatment of Production, Administration and Selling & Distribution overheads, treatment of over & under-absorption of overheads, Treatment of Research & Development cost. **(15 Hours)**

Unit III

Methods of Costing I: Meaning, application and differences between Job Costing, Batch Costing, Process costing. Determination of cost in process costing. Normal and abnormal loss and gain, Inter process costing and profit ascertainment. **(15 Hours)**

Unit IV

Methods of Costing II: Methods of cost determination in contract costing, Escalation clause and cost-plus contract. Meaning and scope of service costing, Factors in ascertaining service cost, Concept, significance and salient features of ABC; Stages and flow of costs in ABC; Application of ABC in a manufacturing organization and service industry. **(15 Hours)**

Suggested Readings: (Latest Editions)

1. Arora, M. N. Cost Accounting: Principles & Practice. Vikas publishing house.
2. Lal, J. Cost Accounting. Tata McGraw-Hill Education.
3. Banerjee, B. Cost accounting: Theory and practice. PHI Learning Pvt. Ltd.
4. Kishore, M. R. Cost & Management Accounting. Taxmann Publication Pvt Ltd.
5. Mowen, M. M., Hansen, D. R. Introduction to Cost Accounting. United States: South-Western Cengage Learning.
6. Maheshwari, S. N., & Mittal, S. N. Cost Accounting- Theory & Problems. India: Shree Mahavir Book Depot (Publishers).

Recommended Projects: Students may be encouraged to attempt the following for enhanced learning:

- Prepare a cost statement for manufacturing and/ or service organisation.
- Assess the cost centers and attempt cost control mechanisms.
- Suggest ideal cost system.
- Calculate impact of material consumption, usage and wastages on total material cost.
- Analyze Research& Development cost in pharmaceutical &similar industry and assign the best costing process for such industries.
- Visit a manufacturing and service industry to understand process costing, ABC concept.

Mapping of Course Outcomes with Program level outcomes

Program level Outcomes		**PO1**	**PO2**	**PO3**	**PO4**	**PO5**
CO1	Gains knowledge and understands the components of cost accounting	3	1	1	1	1
CO2	Analyze material costs and evaluate inventory control techniques, assessing their impact on cost management	2	3	2	2	2
CO3	Develop costing strategies using various methods and create reports on cost determination and profit assessment	1	3	3	3	3
CO4	Evaluate labor costs and overheads, applying labor cost control techniques and implementing Activity-Based Costing (ABC) in practical scenarios	1	3	3	3	3
AVG		**2.5**	**2.75**	**3**	**2.5**	**2.5**

BBA-CAM 216: International Business Environment and Strategy

L-4, T-0, Credits-4

Course Objective(s): The objective of this course is to understand globalization and its impact on business, analyze global economic, political, and cultural factors, and develop strategic responses to opportunities and risks in international markets.

Course Outcome(s):

CO1. Understand and describe the main features of the international business environment and its primary institutions.

CO2. Analyze the political, social, economic, technological, and other configurations that support cross-border trade.

CO3. Examine different modes of international market engagement and their connections to economic, legal, political, and cultural environments for expanding companies.

CO4. Evaluate the key decisions that multinational firms make in relation to the choice of markets and entry strategies

Course Content:

Unit 1

Introduction to the Global Business Environment: Definition and Scope of Global Business: Understanding international markets and operations; Historical Evolution of Globalization: Key phases and milestones in global trade; Key Drivers of Globalization: Technology, trade policies, transportation, and communication; Multinational Enterprises (MNEs): Characteristics, strategies, and market entry modes; Impact of MNEs: Economic, cultural, and environmental influences on host and home countries; Global vs. Transnational Business: Differences, strategies, and organizational structures.

(15 Hours)

Unit 2

Environments of Global Business: Overview of the PESTLE Framework: Understanding the components; Political Environment: Government policies, stability, and international relations; Economic Environment: Economic growth, exchange rates, inflation, and market conditions; Social Environment: Cultural trends, demographics, and consumer behaviors; Technological Environment: Technological advancements, innovation, and digital transformation; Ecological Environment: Environmental regulations, sustainability practices, and impact on business; Legal Environment: Regulatory frameworks, compliance, and legal issues in international business; Case Studies: Application of PESTEL analysis in real-world scenarios. **(15 Hours)**

Unit 3

International Organizations and Agreements: General Agreement on Trade and Tariffs (GATT) – Concept; World Trade Organization (WTO)- Functions, Principles, Organizational Structure; The WTO Agreements - A Bird's eye view; Salient feature of Uruguay Round Agreement Dispute Settlement Mechanism, Ministerial Conferences. **International Economic Organizations:** Introduction, Objectives, Organizational Structure and Functions; International Monetary Fund (IMF); World Bank Group International Bank for Reconstruction and Development (IBRD) & International Development Association (IDA); Organization for Economic Co-operation and Development (OECD); United Nations Conference on Trade and Development (UNCTAD); International Finance Corporation (IFC); Asian Development Bank (ADB)

(16 Hours)

Unit 4

Globalism vs Regionalism: Evolution of regional trade agreements (RTAs); United States–Mexico–Canada Agreement (USMCA), European Union (EU), Association of Southeast Asian Nations (ASEAN), Mercosur (Southern Common Market), Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP); Emerging trends and challenges in global trade governance.

(14 Hours)

Suggested Reading (Latest Edition):

1. Daniels, J. D., Radebaugh, L. H., Salwan P. , International Business: Environment and Operations, Pearson Education.
2. Charles, W. L. Hill, International Business: Competing in the Global Marketplace, McGraw Hill Education.
3. Deresky, International Management: Managing Across Borders and Culture, Pearson Education.
4. Paul, J., International Business, Prentice-Hall.
5. K. Aswathappa. International Business, McGraw Hill Education.
6. Hamilton L. Webster P., The International Business Environment, Oxford University Press

Case Studies are to be covered relevant to the concepts to enhance critical thinking and promoting higher order thinking skills based on current issues.

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		**PO1**	**PO2**	**PO3**	**PO4**	**PO5**
CO1	Understand and describe the main features of the international business environment and its primary institutions	3	2	2	2	1
CO2	Analyze the political, social, economic, technological, and other configurations that support cross-border trade	1	3	3	3	3
CO3	Examine different modes of international market engagement and their connections to economic, legal, political, and cultural environments for expanding companies	3	3	3	3	2
CO4	Evaluate the key decisions that multinational firms make in relation to the choice of markets and entry strategies	1	3	3	3	3

AVG	**2**	**2.75**	**2.75**	**2.75**	**2.25**

BBA-CAM 218: Opportunity & Feasibility Analysis

L-4, T-0, Credits-4

Course Objective: This course aims to develop the ability to identify, evaluate, and analyze viable business opportunities and assess their feasibility in both domestic and international contexts.

Course Outcomes: Upon completion of this course, students will be able to:

- **CO1.** Understand Entrepreneurial Opportunities and niches for new ventures.
- **CO2.** Apply creativity and innovation techniques to generate and refine business ideas.
- **CO3.** Analyze the feasibility of business ideas across product, market, organizational, and financial dimensions
- **CO4.** Evaluate domestic and international business opportunities by assessing political, economic, and cultural environments.

Course Contents:

Unit 1

Introduction- The difference between opportunities and ideas, opportunity gap, window of opportunity, ways to identify opportunities- observing trends, solving a problem, finding gaps in marketplace. Personal characteristics that contribute to recognizing opportunities: prior industry experience, cognitive factors, social networks. Case studies. **(15 Hours)**

Unit 2

Creativity and Innovation- sources of new ideas; methods of generating ideas- focus group, brainstorming, brainwriting, problem inventory analysis, creative problem solving, brainstorming, reverse brainstorming, Gordon method, checklist method, free association, forced relationships, collective notebook method, attribute listing. Types of innovation, defining a new innovation, classification of new products, opportunity recognition. Using e-commerce creatively.

(15 Hours)

Unit 3

Feasibility Analysis- Role of feasibility analysis in developing successful business ideas. Four areas of feasibility analysis- product/ service, industry/ target market, organizational and financial. Online tools for completing a feasibility analysis. Case studies **(15 Hours)**

Unit 4

Identifying and Analysing Domestic and International opportunities- opportunity recognition and opportunity assessment plan, information sources. The nature of International entrepreneurship. International vs domestic business (political, methods of enacting public policy, government stability, economic, taxation and trade, trends, psychographics). Culture, available distribution systems, motivation to go global, strategic effects of going global. **(15 Hours)**

Suggested Reading: (Latest Edition)

1. Barringer, B. R., & Ireland, R. D, Entrepreneurship: Successfully launching new ventures (7th ed.). Pearson.

2. Hisrich, R. D., Peters, M. P., Shepherd, D. A., & Sinha, S., Entrepreneurship (11th ed.). McGraw Hill India.
3. Clydesdale, G. Entrepreneurial Opportunity: The Right Place at the Right Time, Routledge
4. Wise. S, Feld. B, Startup Opportunities: Know When to Quit Your Day Job (Techstars),Wiley
5. Timmons, J.A. and Spinelli, S.: New Venture Creation– Entrepreneurship for the 21st century. McGraw Hill
6. Zimmerer, T.W. and Scarborough, N.M., Essentials of Entrepreneurship and Small Business Management, Pearson
7. Galloway, S., Post Corona: From Crisis to Opportunity, Portfolio
8. Singh,R.P., Entrepreneurial Opportunity Recognition Through Social Networks, Routledge

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		**PO1**	**PO2**	**PO3**	**PO4**	**PO5**
CO1	Understand Entrepreneurial Opportunities and niches for new ventures	3	2	3	3	3
CO2	Apply creativity and innovation techniques to generate and refine business ideas	1	3	3	3	3
CO3	Analyze the feasibility of business ideas across product, market, organizational, and financial dimensions.	1	3	3	3	3
CO4	Evaluate domestic and international business opportunities by assessing political, economic, and cultural environments.	1	3	3	3	3
AVG		**1.5**	**2.75**	**3**	**3**	**3**

Note:
1. Case Studies are to be covered relevant to the concepts to enhance critical thinking and promoting higher order thinking skills.
2. Guest Lectures by entrepreneurs may be conducted
3. Students are suggested to visit start-up and submit a feasibility analysis report as an assignment

BBA-CAM 220: Operating Systems Lab

L/P/T-4, Credits-2

Course Objective: The Objectives of Operating Systems Lab is to introduce the concepts of operating systems, designing principles of operating systems and implementation of operating systems.

Course Outcomes:

CO1. Demonstrate proficiency in using basic Unix/Linux commands for file management and system navigation, enabling efficient operation within a business environment

CO2. Create and manage file systems and directories in Unix/Linux, performing operations to support effective data management in business scenarios

CO3. Effectively use the Vi editor for editing text files, applying formatting and editing commands to produce professional documentation relevant to business needs

CO4. Develop and execute basic shell scripts to automate routine tasks, enhancing productivity and operational efficiency in business-related applications

Lab will be based on the subject code BBA-CAM 204: Operating Systems

- Basic commands of Unix/Linux operating system
- Create file systems and directories and operate them
- Vi Editor and Shell Programming

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Demonstrate proficiency in using basic Unix/Linux commands for file management and system navigation, enabling efficient operation within a business environment	3	3	2	3	3
CO2	Create and manage file systems and directories in Unix/Linux, performing operations to support effective data management in business scenarios	3	3	3	3	3
CO3	Effectively use the Vi editor for editing text files, applying formatting and editing commands to produce professional documentation relevant to business needs	2	3	3	3	2
CO4	Develop and execute basic shell scripts to automate routine tasks, enhancing productivity and operational efficiency in business-related applications	2	2	3	3	3
AVG		2.5	3	2.75	3	3

BBA-CAM 222: Python Programming Lab

L/P/T-4, Credits-2

Course Objective: This course aims to provide hands-on experience in Python programming, including control structures, data structures, functions, OOP, GUI development, and basic data analysis

Course Outcomes:

CO1. Use basic Python syntax, control structures, and strings to solve problems.
CO2. Apply data structures and user-defined functions for data handling
CO3. Implement object-oriented concepts for structured programming.
CO4. Develop simple GUI applications using Tkinter and perform data analysis using NumPy.

This Lab would be based on the course BBA-CAM 206: Python Programming

- Basic principles of Python programming language
- Implement object-oriented concepts
- Implement file handling and GUl applications.

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		**PO1**	**PO2**	**PO3**	**PO4**	**PO5**
CO1	Use basic Python syntax, control structures, and strings to solve problems	3	3	2	2	2
CO2	Apply data structures and user-defined functions for data handling	3	2	2	2	2
CO3	Implement object-oriented concepts for structured programming.	3	2	2	2	2
CO4	Develop simple GUI applications using Tkinter and perform data analysis using NumPy	3	3	2	3	3
AVG		**3.0**	**2.5**	**2.0**	**2.25**	**2.25**

BBA-CAM 224: Sustainability Practices

L-2, T-0, Credits-2

Course Objectives: The course aims to equip students with an understanding of Sustainable Development Goals (SDGs) and their application in various management practices, along with addressing contemporary sustainability challenges.

Course Outcomes: Upon completion of this course, students will be able to:

CO1. Understand the core principles of sustainability and SDGs.
CO2. Learn to apply sustainable practices across various functional areas of management.
CO3. Analyze the impact of sustainability on globalization.
CO4. Develop the ability to identify and address current issues and challenges in sustainability, proposing solutions to integrate sustainability into decision-making processes.

Course Content

Unit I

Overview of Environment & SDGs: Environment & climate change, carbon emission, Introduction to Sustainability and SDGs, Evolution and Importance of SDGs, 17 Sustainable Development Goals, Global Initiatives and Frameworks supporting Sustainability, Role of Governments, Organizations, and Individuals in achieving SDGs, and the link between SDGs and Business Practices. **(7 Hours)**

Unit II

Sustainable Practices in Management: Sustainability in Human Resource Management, Sustainability in Finance, Sustainable Marketing and Consumer Behavior, Sustainability in Operations and Supply Chain Management, and Sustainable Product Development and Innovation. **(7 Hours)**

Unit III

Sustainability and Globalization: Impact of Globalization on Sustainability, Sustainable Global Trade Practices, Cross-Cultural Sustainability, International Regulations for Sustainability, Role of Multinational Corporations in Global Sustainability, Challenges of Global Sustainability, Legal Aspects of Globalization, Deglobalization and its Implications. **(8 Hours)**

Unit IV:

Contemporary Challenges and Innovations in Sustainability: Climate Change and its Impact on Business Practices, Environmental Degradation and Biodiversity Loss, Social Inequalities and its impact on Sustainability, Corporate Governance and Ethical Challenges, Innovations and Technologies for Sustainable Development, Policy and Regulation Challenges, AI and Blockchain Technology for Driving Sustainability and Transparency. **(8 Hours)**

Suggested Readings (Latest Editions):

1. Sachs, J.D., The Age of Sustainable Development, Columbia University Press.

2. Elkington, J., The Triple Bottom Line: Does It All Add Up?, Routledge.
3. Parris, T., & Kates, R.W., Characterizing and Measuring Sustainable Development, Annual Review of Environment and Resources.
4. Hart, S.L., Capitalism at the Crossroads: Aligning Business, Earth, and Humanity, Pearson Education.
5. Edwards, A., Sustainable Business: Concepts, Methodologies, Tools, and Applications, IGI Global.
6. Chopra, R., Sustainability in Business: An Indian Perspective, Sage Publications.

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		**PO1**	**PO2**	**PO3**	**PO4**	**PO5**
CO1	Understand the core principles of sustainability and SDGs.	3	1	1	3	2
CO2	Learn to apply sustainable practices across various functional areas of management.	3	2	2	3	3
CO3	Analyze the impact of sustainability on globalization.	1	1	2	3	3
CO4	Develop the ability to identify and address current issues and challenges in sustainability, proposing solutions to integrate sustainability into decision-making processes.	2	2	3	3	3
AVG		2.25	1.5	2	3	2.75

Case Studies are to be covered relevant to the concepts to enhance critical thinking and promoting higher order thinking skills.

SEMESTER - V

BBA-CAM 301: Entrepreneurship Development

L-4, T-0, Credits-4

Course Objectives: This course aims to develop an understanding of entrepreneurial concepts, support systems, government initiatives, and the legal and strategic aspects of starting and managing new ventures.

Course Outcomes: Upon completion of this course, students will be able to:

- **CO1.** Identify entrepreneurial traits and types
- **CO2.** Analyze factors influencing entrepreneurship, including women's role.
- **CO3.** Evaluate government initiatives supporting startups.
- **CO4.** Create a basic business plan.

Course Contents

Unit I:

Introduction to Entrepreneurship: Entrepreneurship Meaning- Characteristics- Functions- Traits- Types Entrepreneur- Women Entrepreneurship- Rural Entrepreneurship- Role of Entrepreneurship in Economic Development – Factors affecting entrepreneurial growth. **Institutional Support to Entrepreneurs:** Entrepreneurship Development Programme- Need- Objectives- Course ContentsPhases-Evaluation - DIC, NSIC, SIDO, KVIC, SIDC, Industrial Estates, NIESBUD, SIDBI, EDII- - Angel Investors- Incubators- STEP- Venture Capital.

(15 Hours)

Unit II:

Entrepreneur & Entrepreneurial development: Views of economists, Sociologists, psychologists and managers on the making of an entrepreneur- Factors influencing entrepreneurship: Individual factors; Environmental factors; Socio-cultural factors; Entrepreneurial Support systems; Entrepreneurial motivation. Types of entrepreneurs; Entrepreneur and Professional manager; Women Entrepreneur- Concept and functions of women entrepreneurs; Problems of women entrepreneurs; Developing women entrepreneurs; Recent trends in Entrepreneurship.

(15 Hours)

Unit III:

Government Initiatives for Startups: SAMRIDH Scheme, MSME Market Development Assistance (MDA), NIDHI Scheme (National Initiative for Development and Harnessing Innovations), Credit Linked Subsidy Scheme (CLCSS), Digital India GENESIS, MSME Sustainable (ZED) Certification, The Multiplier Grants Scheme (MGS), Startup Leadership Program (SLP), ASPIRE (A Scheme for Promotion of Innovation, Rural Industries and Entrepreneurship), Startup India Initiative, Startup India Seed Fund Scheme, Pradhan Mantri Mudhra Yojna, Atal Innovation Mission, Credit Guarantee Trust Fund, Venture Capital Assistance Scheme, The Standup India Scheme, Raw Material Assistance Scheme, Single Point Registration Scheme.

(15 Hours)

Unit IV:

Business Plan and Legal Aspects: Development of Business Plan and starting venture- Registration Formalities- IPR Incentives and Subsidies- Need for Incentives and Subsidies- Tax benefits for SSI Units- Sickness in Small Industries- Causes and Remedies and Revival.

(15 Hours)

Suggested Readings (Latest Editions):

1. Khanka SS - Entrepreneurial Development - S. Chand & Co. Ltd 2010.
2. Gupta CB and Srinivasan NP - Entrepreneurship Development in India - S. Chand & Co. Ltd
3. Robert D Hisrich et al - Entrepreneurship Development - Tata McGraw- Hill publishing company Ltd 2007.
4. Prasanna Chandra - Projects- Planning, Analysis, Financing, Implementation & Review - Tata McGraw- Hill publishing company Ltd 2006
5. Charantimath. Entrepreneurship Development and Small Business Enterprise. Pearson Education.
6. Donald F. K. Entrepreneurship: Theory, Process and Practice. South Western Publication.

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		**PO1**	**PO2**	**PO3**	**PO4**	**PO5**
CO1	Identify entrepreneurial traits and types	3	1	1	3	2
CO2	Analyze factors influencing entrepreneurship, including women's role.	3	2	2	3	3
CO3	Evaluate government initiatives supporting startups.	2	2	2	3	3
CO4	Create a basic business plan.	2	2	3	3	3
AVG		**2.75**	**1.75**	**2**	**3**	**2.75**

BBA-CAM 303: Data Analytics with R Programming

L-4, T-0, Credits-4

Course Objective: This course aims to enable students to understand the fundamentals of data analytics and apply R programming for data manipulation, visualization, and statistical analysis in business and research contexts.

Course Outcomes: Upon completion of this course, students will be able to:

CO1. Understand the basics of data analytics and R programming environment.

CO2. Apply R programming concepts such as variables, data types, loops, and data structures

CO3. Create data visualizations using various chart types and data sources in R

CO4. Perform statistical analysis and interpret results using R for decision-making

Course Contents

Unit I

Introduction to Data Analysis: Overview of Data Analytics, Need of Data Analytics, Nature of Data, Classification of Data: Structured, Semi-Structured, Unstructured, Characteristics of Data, Applications of Data Analytics. Introduction to R Programming**:** Overview of R programming, Features of R, Applications of R, Introduction and Installation of R Studio, Creation and Execution of R File in R Studio, Clear the Console and the Environment in R Studio, Basic Syntax in R Programming, R Commands, Variables and scope of variables, Data Types, Operators, Keywords. **(15 Hours)**

Unit II

R Programming Basics: How to take Input from user in R, Output in R using different functions, Decision making statements, Looping statements, Break next, return statements, Switch case, Data Structure in R: Vectors, Lists, Data frames, Matrices, Arrays. **(15 Hours)**

Unit III

Data Visualization using R: Reading and getting data into R (External Data): Using CSV files, XML files, Web Data, JSON files, Databases, Excel files. Working with R Charts and Graphs: Bar Charts, Line Graphs, Scatterplots, Pie Charts, Boxplots, Histograms. **(15 Hours)**

Unit IV

Statistics with R: Mean, Median and Mode, Variance and Standard Deviation, Descriptive Analysis, Normal Distribution, Binomial Distribution, Analysis of Variance (ANOVA) Test: One Way & Two Way ANOVA, Regression: Linear and Multiple Linear Regression, Logistic Regression. Time Series Analysis, Survival Analysis. **(15 Hours)**

Suggested Readings (Latest Editions):

1. “R for Everyone”, Jared P Lander, Pearson Education 2017, Latest Edition.
2. “Beginning R: An Introduction to Statistical Programming”-Larry Pace, Latest Edition.

3. "Big Data Fundamentals" Thomas Erl, Wajid Khattak, and Paul Buhler: Concepts, Dribers and techniques, Pearson, Latest Edition.
4. "Introductory Statistics with R", P Dalgaard, Second edition.
5. "Beginning R-The statistical Programming language", Mark Gardner, John Wiley & sons 2012, Latest Edition.
6. "An Introduction to R", Notes on R: A Programming Environment for Data Analysis and Graphics. W. N. Venables, D.M. Smith and the R Development Core Team. Version3.0.1 (2013-05-16).

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		**PO1**	**PO2**	**PO3**	**PO4**	**PO5**
CO1	Understand the basics of data analytics and R programming environment.	3	2	1	2	1
CO2	Apply R programming concepts such as variables, data types, loops, and data structures	3	2	1	3	1
CO3	Create data visualizations using various chart types and data sources in R	3	2	2	3	1
CO4	Perform statistical analysis and interpret results using R for decision-making	3	3	2	3	1
AVG		**3.0**	**2.25**	**1.5**	**2.75**	**1.0**

BBA-CAM 305: Negotiation Skills

L-4, T-0, Credits-4

Course Objectives: This course aims to develop a practical understanding of negotiation principles, communication strategies, conflict resolution techniques, and ethical considerations for effective negotiations in diverse business contexts.

Course Outcomes: Upon completion of this course, students will be able to:

CO1. Explain negotiation types, processes, and key concepts like BATNA and ZOPA
CO2. Apply communication and persuasion techniques in negotiation settings
CO3. Analyze conflicts and ethical issues in negotiation contexts
CO4. Evaluate real-world cases to improve negotiation outcomes.

Course Content

Unit I

Foundations of Negotiation: Introduction to Negotiation: Definitions and types; Distributive vs. Integrative Bargaining; The Negotiation Process: Planning, discussing, proposing, bargaining, closing; BATNA, WATNA, and ZOPA; Setting goals and preparing negotiation strategies.

(15 Hours)

Unit II

Communication, Psychology & Tactics: Verbal and Non-verbal Communication in Negotiation; Persuasion and Influence Techniques; Psychological Triggers and Biases (e.g., anchoring, framing, reciprocity); Dealing with Difficult People and Hardball Tactics; Emotions, Perception, and Trust Building. **(15 Hours)**

Unit III

Conflict Resolution and Ethics: Nature and Sources of Conflict; Conflict Management Styles (Thomas-Kilmann Model); Mediation and Third-party Roles; Ethics in Negotiation: Fairness, deception, integrity; Negotiation Pitfalls and Ethical Dilemmas. **(15Hours)**

Unit IV:

Applied Negotiation Skills: Cross-cultural Negotiations and Global Business Etiquette; Negotiation in Business Functions: Sales, HR, Procurement, Partnerships; Team and Multi-party Negotiations; Advanced Simulations and Role-plays; Capstone Negotiation Project (Group-based).

(15 Hours)

Suggested Readings (Latest Editions):

1. Fisher, R., Ury, W., & Patton, B. Getting to Yes: Negotiating Agreement Without Giving In. Penguin Random House India.
2. Lewicki, R. J., Barry, B., & Saunders, D. M. Negotiation: Readings, Exercises, and Cases. McGraw Hill Education India.
3. Thompson, L. The Mind and Heart of the Negotiator. Pearson Education India.

4. Wheeler, M. The Art of Negotiation: How to Improvise Agreement in a Chaotic World. Random House India.
5. Cohen, H. You Can Negotiate Anything. Jaico Publishing House.
6. Rayudu, C. S. Business Communication and Negotiation Skills. Himalaya Publishing House.

Mapping the Course Outcomes with Programme Outcomes

CO No.	Course Outcomes (COs)	PO1	PO2	PO3	PO4	PO5
CO1	Explain negotiation types, processes, and key concepts like BATNA and ZOPA	3	2	2	2	1
CO2	Apply communication and persuasion techniques in negotiation settings	2	3	3	3	2
CO3	Analyze conflicts and ethical issues in negotiation contexts	2	3	2	3	2
CO4	Evaluate real-world cases to improve negotiation outcomes.	2	3	3	3	2
Average	—	**2.25**	**2.75**	**2.5**	**2.75**	**1.75**

BBA-CAM 307: Leadership, Power and Politics

L-4, T-0, Credits-4

Course Objectives: This course aims at developing students' understanding of influence and leadership by exploring power dynamics, organizational politics, and strategies to navigate resistance and lead effectively.

Course Outcomes: Upon completion of this course, students will be able to:

- **CO1.** Explain leadership theories, styles, and their impact on teams and strategy.
- **CO2.** Apply leadership skills to develop emerging leaders and adapt strategies for effective team management.
- **CO3.** Analyze organizational power dynamics and develop strategies to build influence and drive change.
- **CO4.** Assess political dynamics in organizations and apply strategies for effective stakeholder management and career growth.

Course Content

Unit I

Nature of Leadership: Leadership and business of living, Art and Science of Leadership, Leadership as a process and not a position, Approaches to Leadership, Myths about Leadership**.** Leadership vs. Management: Differences and Similarities**. Developing Leaders:** Leadership Traits, Developing junior leaders, Leader-Communication. **(14 Hours)**

Unit II

Strategic Leadership and Culture: Leadership Theories: Trait Theory, Behavioral Theory, Contingency Theory, Transformational and Transactional Leadership. L**eadership Styles:** Autocratic, Democratic, Laissez-Faire, and Situational Leadership. Ethical Decision-Making in Leadership, Impression Management in Leadership. Shaping Culture and Values through Leadership, Leadership Diversity, Leading Teams, Developing Vision and Direction, Leading Learning Organizations, Development Planning and Leading Change. Crisis Leadership: Managing Uncertainty and Business Risks. Women in Leadership: Barriers, Challenges, and Success Strategies. Digital Leadership & Remote Team Leadership. **(16 Hours)**

Unit III

Power and Influence: Understanding Power: Definition and sources (Legitimate, Reward, Coercive, Expert, Referent).Power vs. Authority: Key differences and organizational impact, Bases of Power: Personal power vs. Positional power, Influence Strategies: Persuasion, negotiation, and conflict resolution, Psychological Aspects of Power: Ego, perception, and decision-making biases, Managing Power Ethically: Best practices for ethical leadership, Leader's Power Sources: Motives, reputation, personality, relationships, and trust. Institutionalization of Power: Power structures, distribution, and organizational impact. Power Sharing: Empowerment, participation, and delegation. Gender and Power: Influence of gender dynamics in leadership. Pitfalls of Power: Overuse, misuse, and consequences in organizations. **(16 Hours)**

Unit IV

Organizational Politics: Organizational Politics: Meaning, Nature, and Relevance in Business. Positive and Negative Politics, Organizational politics and Silos, Coalition Politics, Career Politics, Network politics, Diagnosis of Organizational politics, Strategies for Political Success: Building Alliances, Networking, and Impression Management, Survival in the political environment.

(14 Hours)

Suggested Readings (Latest Editions):

1. Balasubramaniam, R., Power Within: The Leadership Legacy of Narendra Modi, Penguin Random House India
2. Pattanaik, D., The Leadership Sutra: An Indian Approach to Power, Aleph Book Company
3. Pillai, R., Corporate Chanakya: Successful Management the Chanakya Way, Jaico Publishing House
4. Bharadwaj, R. S., Navigating the Organisational Politics: Self-Enlightening Journey with an Indian Epic, Independently Published
5. Arora, H. N., & Sinha, R., Alchemy of Change: Managing Transition through Value-Based Leadership, SAGE Publications India

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		**PO1**	**PO2**	**PO3**	**PO4**	**PO5**
CO1	Explain leadership theories, styles, and their impact on teams and strategy	3	2	3	2	2
CO2	Apply leadership skills to develop emerging leaders and adapt strategies for effective team management	2	3	3	2	2
CO3	Analyze organizational power dynamics and develop strategies to build influence and drive change	2	3	2	3	2
CO4	Assess political dynamics in organizations and apply strategies for effective stakeholder management and career growth	2	3	3	3	3
AVG		**2.25**	**2.75**	**2.75**	**2.5**	**2.25**

BBA-CAM 309: Services Marketing

L-4, T-0, Credits-4

Course Objectives: This course aims at providing students with a comprehensive understanding of the unique challenges and strategies involved in marketing services, equipping them with practical skills to analyze, design, and manage effective services marketing decisions in dynamic environments.

Course Outcomes: Upon completion of this course, students will be able to:

- **CO1.** Explain the fundamental concepts and challenges of services marketing and differentiate between goods and services marketing
- **CO2.** Apply techniques for managing service quality, service delivery, and pricing strategies in various service contexts
- **CO3.** Analyze communication, branding, and physical evidence factors that impact service marketing effectiveness
- **CO4.** Evaluate service failures, recovery strategies, and customer relationship management approaches to enhance customer loyalty and service quality

Course Content

Unit I

Understanding Services, Service Consumers and Managing Services Quality: Difference between goods and services marketing; Challenges of Services Marketing; Role of internal and interactive marketing in services; Services Marketing Myopia, Expanded Services Marketing mix; Levels of service expectations; Factors influencing Consumers' perception of service; Different types of Service Quality; Determinants of Service Quality; Gap Model of Service Quality; SERVQUAL instrument to measure service quality; Other instruments. **(15 Hours)**

Unit II

Service as Product, Service Delivery Process and Service Pricing: Distinction between core, facilitating, and support services; Service Life Cycle; Different levels of customer participations in the creation of service and the strategies to enhance the customer participation in service production and delivery; Service blueprinting and its benefits; Customer Service standards; Strategies to manage fluctuations of demand in the creation and delivery of services; Service delivery intermediaries; Setting up Service prices- costs, perceived value and competition; Revenue Management in specific service industries; Pricing concepts- price bundling, captive pricing, two-part pricing, loss-leadership pricing and result-based pricing; Price competition challenges.

(15 Hours)

Unit III

Service Communication, Branding, Physical Evidence in Service: Challenges in designing communication programme for services; Service communication problems; Strategies for matching service promises with delivery; Services advertising; Role of promotion in marketing of services; Servicescape, the roles played by the servicescape, and its effects; Environmental dimensions of servicescape; High-contact and Low-contact; Approaches for understanding servicescape effects.

(15 Hours)

Unit IV:

Service Failures, Recovery Strategies, Managing People and Customer Relationships: Service failures; strategies and tactics of service recovery in the event of a service failure; service guarantee; customer feedback system; human resource strategies for customer oriented service delivery; internal marketing in delivering the promise made to customers (through external marketing); interactive marketing (managing the moments of truth); guideline for people in service organizations ; service oriented organizational structure; customer loyalty; customer lifetime value ; customer equity; framework for building customer loyalty.AI in service Marketing; Business Process Outsourcing(BPO), Knowledge Process Outsourcing(KPO); Marketing e-services.

(15 Hours)

Suggested Readings (Latest Editions):

1. Zeithaml, V., Gremler, D., Bitner, M., & Pandit, A., Services Marketing, Tata McGraw-Hill Education
2. Wirtz, J., Lovelock, C. H., & Chatterjee, J., Services Marketing, World Scientific Publishing
3. Bordoloi, S., Fitzsimmons, J., & Fitzsimmons, M., Service Management: Operations, Strategy, Information Technology, McGraw-Hill Education
4. Hoffman, K. D., & Bateson, J. E. G., Services Marketing: Concepts, Strategies & Cases, Cengage Learning India
5. Kumar, V., & Meenakshi, Services Marketing: Indian Context, Oxford University Press
6. Ramaswamy, V. S., & Namakumari, S., Marketing Management: Global Perspective Indian Context, McGraw-Hill Education
7. Chakraborty, S. K., Services Marketing: Text and Cases, Excel Books

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		**PO1**	**PO2**	**PO3**	**PO4**	**PO5**
CO1	Explain the fundamental concepts and challenges of services marketing and differentiate between goods and services marketing	3	2	2	2	1
CO2	Apply techniques for managing service quality, service delivery, and pricing strategies in various service contexts	2	3	2	3	1
CO3	Analyze communication, branding, and physical evidence factors that impact service marketing effectiveness	2	3	3	3	2
CO4	Evaluate service failures, recovery strategies, and customer relationship management approaches to enhance customer loyalty and service quality	2	3	3	3	2
AVG		**2.25**	**2.75**	**2.5**	**2.75**	**1.5**

BBA-CAM 311: Rural Marketing

L-4, T-0, Credits-4

Course Objectives: The objective of the course is to familiarize the participants with the conceptual understanding of Rural Marketing practices in the Indian context. How the marketing strategies will be different from urban marketing to rural marketing.

Course Outcomes: Upon completion of this course, students will be able to:

CO1. Understand and analyze the unique characteristics of rural markets and consumer behavior to make informed marketing decisions

CO2. Evaluate the impact of competition, pricing strategies, and product modifications required for rural marketing

CO3. Apply appropriate distribution and communication strategies to effectively engage rural consumers

CO4. Assess the key challenges and emerging issues in rural marketing to develop strategic solutions

Course Content

Unit I

Introduction: Rural Marketing: Concept & Scope, Attractiveness & Challenges of Rural Markets, Rural vs. Urban Markets. Rural Marketing Environment Rural Market in India, Size and Scope, Environment and Emerging Profile of Rural Markets in India. Rural Vs Urban Marketing, Factors contributing to Growth of Rural Markets. **Rural Marketing Environment**- Rural Environment, Occupation Pattern, Expenditure Pattern, Rural Demand and Consumption Pattern **(14Hours)**

Unit II

Rural Consumer Behavior: Rural Consumers Dimensions - Occupation and Income, Economic circumstances, Lifestyle, Consumer buying behaviour models, Factors affecting Rural Consumer Behaviour, Consumer Buying and Decision Process, Marketing Mix for Rural Marketing, Rural Market-Research approach, Rural Marketing Information System. Rural marketing Regulation and Institutional Support. **(16 Hours)**

Unit III

Rural Marketing Mix: Rural Marketing Mix, Rural Market Segmentation, Positioning Strategies for Rural Market. Strategies for New Product Planning & Development for Rural Markets, Product Mix. Pricing Strategies for Rural Markets-Pricing Policies, Innovation in Pricing of the Products, Four A's of Rural Marketing Mix. Rural Marketing of FMCG's and Consumer durables- issues and challenges, Importance of Branding, Packaging and Labelling, New Product launch techniques for rural markets, Nature of Competition in Rural Markets. Agri-Tech Start-ups; SHG (Self Help Groups) in product promotion **(15 Hours)**

Unit IV:

Rural Communication: Challenges in Rural Communication, Advertising and Sales Promotion for Rural Markets, Rural Media, Branding in Rural Markets, Issues in Rural Distribution Channels, Tapping the Rural Markets, Rural Retailing, Haats/Shandies, Vans & Mobile Stores, Innovation in Rural Distribution Systems. **Shaping the Future of Rural Marketing-** Identifying and Handling Constraints in Rural Marketing, Corporate Social Responsibility in Rural Markets, Future of Rural Marketing in India- Role of Government, Rural Micro Finance, Digitalizing the Indian rural markets. NGOs and Cooperatives in Rural Brand Building; Social Entrepreneurship & Rural development

(15 Hours)

Suggested Readings (Latest Editions):

1. Kashyap, P., & Raut, S., Rural Marketing: Text & Practice, Dreamtech Press
2. Gopal Swamy, T. P., Rural Marketing: Environment, Problems and Strategies, Vikas Publishing House
3. Dogra, B., & Ghuman, K., Rural Marketing, Tata McGraw-Hill Education
4. Velayudhan, S. K., Rural Marketing: Growing the Non-urban Consumer, Atlantic Publishing Group
5. Mathur, U. C., Rural Marketing, Excel Books
6. Krishnamacharyulu, C. G., & Ramakrishnan, L., Rural Marketing: Text and Cases, Pearson Education
7. Rahman, H. U., Rural Marketing in India, Himalaya Publishing House
8. Singh, S., Rural Marketing, Vikas Publishing House
9. Kamat, M., & Krishnamoorthy, R., Rural Marketing, Himalaya Publishing House

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		**PO1**	**PO2**	**PO3**	**PO4**	**PO5**
CO1	Understand and analyze the unique characteristics of rural markets and consumer behavior	3	3	2	3	2
CO2	Evaluate the impact of competition, pricing strategies, and product modifications required for rural marketing	3	3	2	3	1
CO3	Apply appropriate distribution and communication strategies to effectively engage rural consumers	2	3	3	3	2
CO4	Assess the key challenges and emerging issues in rural marketing to develop strategic solutions	3	3	2	3	1
AVG		**2.75**	**3.0**	**2.25**	**3.0**	**1.5**

BBA-CAM 313: Management Accounting

L-4, T-0, Credits-4

Course Objective:
The objective of the course is to familiarize the learners with the basic management accounting concepts and their applications in managerial decision making.

Course Outcomes:

CO1. Gains knowledge and understands the components of management accounting
CO2. Analyze and interpret the financial statements and develops the ability to create and manage various types of budgets
CO3. Apply costing methods such as variable, absorption, and marginal costing, and conduct cost-volume-profit analysis to support profit planning
CO4. Evaluates and analyses management accounting techniques and its application in managerial decision making

Course Contents

Unit I

Introduction: Meaning, Objectives, and Scope of management accounting; Difference between financial accounting, cost accounting and management accounting; Comparative financial statements, common size financial statements, trend analysis, Ratio analysis, cash flow statement.

(15 Hours)

Unit II

Budgetary Control and Variances: Concept and types of budgeting and budgetary control; meaning, objectives, merits, and limitations of budgetary control; budget administration; Functional budgets including cash budget; Fixed and flexible budgets: meaning and preparation; Zero-based budgeting; Performance budgeting, difference between performance & traditional budgeting. Meaning of Variance and Variance Analysis – Material, Labor, Overheads and Sales Variances, Disposition of Variances, Control Ratios.

(17 Hours)

Unit III

Costing and Profit Planning: Meaning of Variable Costing, Absorption Costing and Marginal Costing; uses of Marginal costing; Cost-Volume-Profit Analysis, Profit/Volume ratio, Break-Even Analysis - Algebraic And Graphic Methods, Angle of Incidence and Margin of Safety.

(15 Hours)

Unit IV

Managerial Decision Making: Decision making based on Marginal Cost Analysis - profitable product mix, Make or Buy, Addition or Elimination of a product line, sell or process further, operate or shut down. Managerial Decision-making using spreadsheets. **(13 Hours)**

Suggested Readings: (Latest Editions)

1. Maheshwari, S.N.,Principles of Management Accounting, Sultan Chand & Sons.
2. Khan M.Y., Management Accounting, McGraw Hill Education.

3. Arora, M.N., Cost Accounting, Vikas Publishing House.
4. Jawahar L, and Srivastava, Seema, Cost Accounting, McGraw Hill Education.
5. Bhattacharya, Management Accounting, Pearson Education.
6. Hilton R. W., Managerial Accounting, McGraw Hill Education.

Recommended Projects: Students may be encouraged to attempt the following for enhanced learning:

i. Prepare monthly cash budget, expense budget, activity budget, for a small retail shop, club, student association, college and purchase/production/sales budget for a small factory.
ii. Compute Break Even Sales for small shops like Grocery (kirana) store, pharmacy, etc. by finding out monthly sales volume, variable expenses, and fixed expenses.

Mapping of Course Outcomes with Program level outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Gains knowledge and understands the components of management accounting	3	1	2	3	1
CO2	Analyze and interpret the financial statements and develops the ability to create and manage various types of budgets	2	3	3	3	3
CO3	Apply costing methods such as variable, absorption, and marginal costing, and conduct cost-volume-profit analysis to support profit planning	1	2	3	3	2
CO4	Evaluates and analyses management accounting techniques and its application in managerial decision making	2	3	3	3	2
Average		**2**	**2.25**	**2.75**	**3**	**2**

BBA-CAM 315: Merchant Banking & Financial Services

L-4, T-0, Credits-4

Course Objectives: This course aims to provide students with comprehensive knowledge of the structure, functioning, and regulatory aspects of merchant banking and financial services in India and develop analytical skills to evaluate financial instruments and services

Course Outcomes: Upon completion of this course, students will be able to:

CO1. Explain the functions and regulatory framework of merchant banking and financial services in India.
CO2. Differentiate among financial products like leasing, hire purchase, and evaluate their financial implications.
CO3. Analyze the process and relevance of factoring and securitization in financial markets.
CO4. Describe the role and functioning of depositories and brokers under SEBI regulations.

Course Contents

Unit I

Merchant Banking: Nature and scope of Merchant Banking, Regulation of Merchant Banking Activity, Overview of the current Indian Merchant Banking scene, Structure of the Merchant Banking industry, Professional Ethics and Code of Conduct in Merchant Banking, Current Developments in Merchant Banking. **Financial Services:** Meaning and Definition, Role of Financial Services in the financial system. **(15 Hours)**

Unit II

Leasing: Meaning and features of Leasing, Introduction to equipment leasing, Types of Leases, Evolution of Indian Leasing Industry, Legal Aspects of Leasing and the Present Legislative Framework. **Hire Purchase:** Concept and characteristics of Hire Purchase, Difference between Hire Purchase and Leasing. **(15 Hours)**

Unit III

Factoring: Concept, nature, and scope of Factoring, Forms of Factoring, Factoring vs. Bills Discounting, Factoring vs. Credit Insurance, Factoring vs. Forfeiting, Evaluation of a Factor and the Factoring process, Current developments in Factoring in India. **Securitization:** Meaning, nature, and scope of Securitization, Securitization as a funding mechanism, Securitization of Residential Real Estate and Whole Loans, Mortgages and Graduated Payments in Securitization.

(15 Hours)

Unit IV:

Depository: Meaning and Evolution of Depository, Merits and Demerits of Depository, Process of Dematerialization and Re-materialization, Brief description of NSDL and CDSL. **Security Brokerage:** Meaning of Brokerage and types of brokers, Difference between Broker and Jobber, SEBI Regulations relating to the brokerage business in India. **(10 Hours)**

Suggested Readings (Latest Editions):

1. Vaidya, S. G., Merchant Banking and Financial Services, Himalaya Publishing House
2. Khan, M. Y., Financial Services in India: Concepts and Applications, Tata McGraw-Hill Education
3. Machiraju, H. R., Indian Financial System, Vikas Publishing House
4. Maheshwari, S. N., The Indian Financial System: Markets, Institutions, and Services, S. Chand Publishing.
5. Srinivasan, C. S. S. S., Financial Services and Markets, Oxford University Press
6. Jain, P. K., Fundamentals of Financial Management, Vikas Publishing House

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		**PO1**	**PO2**	**PO3**	**PO4**	**PO5**
CO1	Explain the functions and regulatory framework of merchant banking and financial services in India	3	2	2	2	1
CO2	Differentiate among financial products like leasing, hire purchase, and evaluate their financial implications	3	3	2	2	1
CO3	Analyze the process and relevance of factoring and securitization in financial markets	3	3	2	3	1
CO4	Describe the role and functioning of depositories and brokers under SEBI regulations	3	2	3	2	2
AVG		**3.0**	**2.5**	**2.25**	**2.25**	**1.25**

BBA-CAM 317: Export, Import Policies, Procedures and Documentation

L-4, T-0, Credits-4

Course Objectives: This course aims to provide students an in-depth understanding of the processes involved in exporting goods, including documentation requirements and regulation. Students will learn how to navigate through export procedure, comply with legal requirements, and effectively manage export transactions.

Course Outcomes: Upon completion of this course, students will be able to:

CO1. Understand the role of exports and imports in economic development and international trade
CO2. Analyze export procedures and documentation
CO3. Evaluate institutional support for exports and related agencies
CO4. Apply export financing techniques and understand INCOTERMS 2020

Course Content

Unit I

Introduction: Role of exports and imports in economic development, Composition of India's foreign trade, Theories of international trade, Features and Rationale of Export Business, Essentials for Starting Export Business. Recent Trends in India's Foreign Trade, Export Potential of Indian Start-ups and MSMEs. Role of Start-up India and Make in India in Promoting Exports

(14 Hours)

Unit II

Export and Import Procedures: Registration of importers & exporters, Export documentation (principal, auxiliary and regulatory documents) - commercial invoice, consular invoice, customs invoice, packing list, certificate of inspection, certificate of origin, bill of lading, GR form, SDF form, PP form, shipping bill, air bill/air consignment note, general excise clearance, custom clearance, insurance cover, Role of ECGC, Quality control and pre shipment inspection, HS System of classification and coding, Application of Electronic Data Interchange System (EDI) in export documentation. Case Studies on Common Documentation Errors and Compliance Issues.

(16 Hours)

Unit III

Institutional Support for Export: Infrastructural facilities- Export Promotion Council (EPC), Export Promotion Zone (EPZ), Special Economic Zone (SEZ), Federation of Indian Export Organisations (FIEO), Agricultural & Processed Food Products Export Development Authority (APEDA), Role of Directorate General of Foreign Trade (DGFT), Categorization of export houses. Incentives under Foreign Trade Policy (FTP) 2023 for Exporters. **(15 Hours)**

Unit IV:

Export Financing: Pre and post shipment finance, Role of EXIM bank, Mode of payment in international trade- Cash-in-Advance, Letters of credit (nature and types), Documentary Collections,

Open Account, Consignment, Bills of exchange, Export pricing, INCOTERMS 2020. Role of Fintech and Blockchain in International Trade Finance. **(15 Hours)**

Suggested Readings (Latest Editions):

1. Singh, D., & Gautam, A., Export Management, Himalaya Publishing House
2. Nabhi Publications, Export Manual, Nabhi Publications
3. Cateora, P. R., & Hess, J. M., International Marketing Management, Latest Edition
4. Ministry of Commerce, Government of India, Handbook of Export-Import Procedures
5. Sudha, P., & Pradeep, V., A Study on Export Documentation and Clearance Process at Logistics Company, Central Asian Journal of Innovations on Tourism Management and Finance
6. Kahiya, E. T., & Dean, D. L., Export Stages and Export Barriers: Revisiting Traditional Export Development, Thunderbird International Business Review

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		**PO1**	**PO2**	**PO3**	**PO4**	**PO5**
CO1	Understand the role of exports and imports in economic development and international trade	3	2	1	2	2
CO2	Analyze export procedures and documentation	2	3	1	3	1
CO3	Evaluate institutional support for exports and related agencies	2	2	1	3	2
CO4	Apply export financing techniques and understand INCOTERMS 2020	2	3	1	3	1
AVG		**2.25**	**2.5**	**1**	**2.75**	**1.5**

BBA-CAM 319: International Business Negotiation

L-4, T-0, Credits-4

Course Objectives: This course aims to equip students with the knowledge and practical skills required for successful international business negotiations, focusing on cultural influences, negotiation strategies, ethical considerations, and conflict resolution techniques, supported by hands-on simulations and real-world case studies.

Course Outcomes: Upon completion of this course, students will be able to:

- **CO1.** Understand the core principles of international business negotiations, including cultural dimensions and negotiation frameworks
- **CO2.** Analyze various negotiation strategies and tactics, and assess their effectiveness in different international business contexts.
- **CO3.** Identify and address ethical challenges and conflict resolution techniques in cross-border negotiations
- **CO4.** Apply negotiation strategies in practical simulations and present a final project demonstrating cross-cultural negotiation skills

Course Content

Unit I: Introduction to International Business Negotiation & Cultural Influences

Overview of International Business & Globalization: Definition of international business, Globalization and its impact on business, Importance of negotiation in international trade.Theories & Frameworks in Negotiation: Types of negotiations: Distributive vs. Integrative, Stages of negotiation process: Preparation, Discussion, Clarification, Bargaining, Closing, and Implementation, Overview of Hofstede's Cultural Dimensions Theory. Cultural Influence on Negotiations: Understanding cultural differences, Cultural intelligence (CQ) and its importance in global negotiations, Case study: International business negotiations across cultures (e.g., U.S., China, Japan). Cross-Cultural Communication: Language and non-verbal communication, Overcoming language barriers, Building trust and rapport across cultures. Geo-Political and Legal Risk Management: Understanding geopolitical influences and international legal systems; identifying and mitigating legal and political risks in cross-border negotiations. Post Negotiation Management: Strategies for managing international business relationships after negotiations; ensuring compliance, contract execution, and performance monitoring.

(17 Hours)

Unit II: Negotiation Strategies & Tactics

Negotiation Styles & Tactics: Competitive vs. Cooperative negotiation styles, Bargaining tactics: Hard vs. Soft negotiation tactics, Power dynamics in negotiation, Creating value in negotiations and finding win-win solutions. Negotiation Strategies for International Business: Techniques for handling high-stakes international negotiations (trade deals, mergers, etc.). Case study: Successful international business deals. Technology in International Negotiations: Virtual negotiations and the role of digital platforms, Tools for cross-border communication and collaboration, Case study: Negotiation challenges during the COVID-19 pandemic. **(14 Hours)**

Unit III: Ethical Issues, Conflict Resolution & Mediation in International Negotiations
Ethical Challenges in International Business Negotiation: Understanding ethical dilemmas in cross-border negotiations, Corruption, bribery, and managing unethical practices, International legal frameworks and regulations. Conflict Resolution in International Business: Types of conflicts in international business, Negotiation as a tool for conflict resolution, Managing disputes in cross-border business relationships, Techniques for resolving cultural and communication conflicts. Mediation and Arbitration: Role of mediation and arbitration in international business, How to mediate effectively in global business contexts, Case study: Use of arbitration in international trade disputes.

(14 Hours)

Unit IV: Practical Negotiation Simulations & Final Project
Negotiation Simulations: Role-playing international negotiation scenarios, Simulated negotiations between parties from different countries, Feedback and debriefing of negotiation performances, Group exercises for analyzing negotiation strategies. **Final Project Preparation:** Researching and preparing for a simulated international negotiation, Group project presentation on a global business negotiation case, Class feedback and discussion of final projects

(15 Hours)

Suggested Readings (Latest Editions):

1. Jain, V., International Trade Negotiations: The Negotiation Skills of an International Business Professional, Independently published
2. Jain, S. & Cellich, C., Global Business Negotiation: A Practical Guide, South-Western Education Publishing
3. Ghauri, P. N. & Usunier, G. C., International Business Negotiations, Pergamon
4. Malhotra, D., Negotiating the Impossible: How to Break Deadlocks and Resolve Ugly Conflicts (Without Money or Muscle), Berrett-Koehler Publishers
5. Cellich, C. & Jain, S. C., Creative Solutions to Global Business Negotiations, Business Expert Press
6. Kumar, R., International Business Negotiations: Theory and Practice
7. Rudd, A. & Lawson, R., Communicating in Global Business Negotiations: A Geocentric Approach, Sage

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understand the core principles of international business negotiations, including cultural dimensions and negotiation frameworks	3	2	2	2	3
CO2	Analyze various negotiation strategies and tactics, and assess their effectiveness in different international business contexts	2	3	2	3	2
CO3	Identify and address ethical challenges and conflict resolution techniques in cross-border negotiations	2	3	2	2	3
CO4	Apply negotiation strategies in practical simulations and present a final project demonstrating cross-cultural negotiation skills	2	3	3	3	3
AVG		**2.25**	**2.75**	**2.25**	**2.5**	**2.75**

BBA-CAM 321: Legal and Regulatory Framework of Startup

L-4, T-0, Credits-4

Course Objectives: This course is intended to enable the students acquire a general understanding of some essential laws and develop sufficient understanding so that they appreciate their relevance for business management.

Course Outcomes: Upon completion of this course, students will be able to:

CO1. Understanding of laws that pertain to business organizations.

CO2. Develop an understanding of the structure of Indian Legal System

CO3. Describe the ways in which various effect governmental regulations affect contemporary business practices.

CO4. Equipped to find probable solution(s) for various legal problems that may arise in the business organization

Unit I: Introduction to Law and Legal Systems

Basic concepts of Law, Classification of Laws and Legal Systems, Indian Legal System and Administration of Justice, Constitutional Courts and their jurisdiction, Subordinate Judiciary and their jurisdiction, Tribunals and their jurisdiction, Fundamental Rights and Freedom to do business in India, Business and its regulation. **(14 Hours)**

Unit-II: Laws Governing Contracts

Salient provisions of The Indian Contract Act, 1872: Essential elements of a contract, Performance of a contract, Discharge of a contract, Breach of a contract, Remedies for breach under the Indian Contract Act, 1872; Salient provisions of Sale of Goods Act, 1930: Definitions of Sale, Agreement to Sell, Goods, Conditions and Warranties, Transfer of property, Rights if a seller and buyer, Rights of an Unpaid Seller; An Overview of Alternate Dispute Resolution Mechanisms. **(15 Hours)**

Unit-III: Laws Governing Business Forms

Common Legal Forms of Business Organizations and their comparison, Salient aspects of The Indian Partnership Act,1932: Formation of Partnership, Relationship between partners, Rights and liabilities of partnership, Dissolution of partnership and partnership business; Concept of Company, Salient aspects of the Companies Act, 2013: Types of Companies, Incorporation of a Company, Significance of Memorandum of Association and Articles of Association, Board of Directors and their appointment, powers, duties and liabilities, Major regulatory compliances under company law and consequences of non-compliance; Micro, Small and Medium Enterprises Act, 2002: Salient features and major policy initiatives under the Act to promote entrepreneurship. **(16 Hours)**

Unit-IV: Laws Governing Relations with various Stakeholders

Investment Related Laws: Objectives of Securities and Exchange Board of India Act, 1992, Regulations related to Public Offer of Shares and Debentures, Regulations related to protection of investors; Employment Related Laws: Overview of the Code on Wages, the Code on Social Security, the Code on Industrial Relations and the Code on Occupational Safety, Health and Working Conditions with emphasis on mandatory compliances; Customer and Competition Related Laws: Brief overview on salient features of Consumer Protection Act, 1986 and Competition Act, 2002 and enforcement mechanisms for protection of consumer rights and sustaining competitive market conditions. **(15 Hours)**

Suggested Readings (Latest Editions):

1. Raghavan, V. K., Business Law, McGraw-Hill Education
2. Chandha, S. K., Business Law in India, Lexis Nexis
3. Tiwari, R. N., Business Laws, Vikas Publishing House
4. Singh, Avtar, Indian Contract Act, Sale of Goods Act and Partnership Act, Eastern Book Company
5. Chaudhary, R., Business and Corporate Laws, Tata McGraw-Hill
6. Sharma, S. K., Business Law for Managers, Cengage Learning

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		**PO1**	**PO2**	**PO3**	**PO4**	**PO5**
CO1	Understanding of laws that pertain to business organizations	3	2	1	2	1
CO2	Develop an understanding of the structure of Indian Legal System	3	2	1	2	2
CO3	Describe the ways in which various effect governmental regulations affect business	2	3	2	2	2
CO4	Equipped to find probable solution(s) for legal problems in business organizations	2	3	2	3	2
AVG		**2.5**	**2.5**	**1.5**	**2.25**	**1.75**

BBA-CAM 323: Global Entrepreneurship

L-4, T-0, Credits-4

Course Objectives: This course aims to equip students with the knowledge and skills to understand global entrepreneurship, identify opportunities for international expansion, develop business plans for global ventures, and manage challenges in cross-cultural and legal contexts.

Course Outcomes: Upon completion of this course, students will be able to:

CO1. Understand key concepts and principles of global entrepreneurship and the impact of globalization
CO2. Analyze global business environments and identify opportunities for international expansion
CO3. Develop and evaluate a business plan for global ventures, focusing on financial and risk strategies
CO4. Address challenges in managing global ventures, including cross-cultural and legal considerations

Course Content

Unit I: Introduction to Global Entrepreneurship

Concept of Entrepreneurship: Definition and importance of entrepreneurship in the global context, Types of entrepreneurs: Corporate, small business, social, etc., Key characteristics of a successful entrepreneur. Globalization and its Impact on Entrepreneurship: How globalization influences entrepreneurship, Identifying global opportunities and threats, The role of technological advancements in global entrepreneurship. The Entrepreneurial Mindset: Innovation, creativity, and risk-taking in global business, Entrepreneurial motivation and challenges in international markets **(14 Hours)**

Unit II: Global Business Environment

Understanding the Global Market: Market entry strategies: Franchising, licensing, joint ventures, and wholly owned subsidiaries, Cross-cultural considerations in global entrepreneurship, Political, economic, and legal environments affecting global business, Global Competitive Landscape: Analyzing competitors in different global markets, Global supply chains and their influence on entrepreneurship, SWOT analysis for global business opportunities. International Business Strategies for Entrepreneurs: Strategies for international expansion and market penetration, Exporting, importing, and direct investment, Ethical and social responsibility considerations in global business.

(16 Hours)

Unit III: Financing Global Entrepreneurship

Sources of Finance for Global Ventures: Venture capital, angel investors, crowdfunding. Government grants and subsidies for global business initiatives. International financial institutions and their role in global entrepreneurship. Risk Management in Global Entrepreneurship: Identifying and managing financial, political, and market risks. Hedging strategies in global business. Business Plan for Global Ventures: Creating a business plan for international expansion, Financial projections and funding options for global startups, Case studies of successful global entrepreneurs and their financing strategies. **(15 Hours)**

Unit IV: Managing Global Ventures

Managing International Teams: Leadership and management styles across cultures, Building and managing a global workforce, Cross-cultural communication and conflict resolution. Legal Considerations for Global Ventures: International contracts and trade regulations, Intellectual property rights and patent laws globally, Taxation issues and international legal compliance. Sustaining and Scaling Global Ventures: Strategies for growth and scaling in international markets, Sustainability practices in global entrepreneurship, Innovation and adaptation for continued success in global business **(15 Hours)**

Suggested Readings (Latest Editions):

1. Saini, S., Global Entrepreneurship: Innovation and Strategy, Vikas Publishing House,
2. Rao, P. S., International Business and Entrepreneurship, Wiley India
3. Hisrich, R. D., International Entrepreneurship: Starting, Developing, and Managing a Global Venture, Sage Publications
4. Morris, M. H., Entrepreneurship in the Global Economy: A Guide to Business Venturing, Pearson Education
5. Sharma, S., Global Business Strategy and Entrepreneurship, Cengage Learning
6. Venkataraman, S., & Sarasvathy, S. D., Entrepreneurship as a Science of the Artificial: Global Perspectives, Cambridge University Press
7. Pradhan, B., & Raghav, A., Global Entrepreneurial Strategies for Indian Startups, Springer India
8. Bhatia, A., International Business and Entrepreneurship: The Indian Context, Oxford University Press

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understand key concepts and principles of global entrepreneurship and the impact of globalization	3	2	1	2	2
CO2	Analyze global business environments and identify opportunities for international expansion	2	3	2	3	2
CO3	Develop and evaluate a business plan for global ventures, focusing on financial and risk strategies	2	3	2	3	1
CO4	Address challenges in managing global ventures, including cross-cultural and legal considerations	2	2	3	2	3
AVG		**2.25**	**2.5**	**2.0**	**2.5**	**2.0**

BBA-CAM 325: Data Analytics using R Programming Lab

L-4, T-0, Credits-4

Course Objectives: This course aims to provide hands-on experience in data analytics using R programming, enabling students to process, visualize, and statistically analyze data to support data-driven decision-making in business environments.

Course Outcomes: Upon completion of this course, students will be able to:

- **CO1.** Explain the fundamental concepts of data analytics, types of data, and key characteristics relevant to analytical tasks.
- **CO2.** Demonstrate proficiency in R programming, including variables, control statements, and basic data structures.
- **CO3.** Read, manipulate, and visualize diverse data sets using R for exploratory data analysis and presentation.
- **CO4.** Apply statistical methods and modeling techniques in R, including regression, ANOVA, and time series analysis.

This Lab would be based on the **course BBA-CAM 303: Data Analytics with R Programming**

1. **Introduction to R Studio Environment:** Installation and configuration, Creating and executing R scripts, Console and environment operations
2. **Basic Syntax and Commands in R:** Variables, data types, operators, and keywords, Scope of variables, User input and output functions
3. **Control Structures and Functions:** Conditional statements: if, if-else, switch, Loops: for, while, repeat, Functions: built-in and user-defined
4. **Working with Data Structures:** Vectors, lists, matrices, arrays, and data frames, Data manipulation using indexing and functions
5. **Reading and Importing Data:** Loading data from CSV, Excel, JSON, XML, and databases, Web data import techniques
6. **Data Visualization in R:** Bar charts, line graphs, scatterplots, pie charts, Boxplots, histograms, and custom visualizations using libraries
7. **Descriptive Statistics and Distributions:** Mean, median, mode, variance, standard deviation. Frequency distribution and data summaries. Normal and binomial distributions
8. **Statistical Analysis Techniques:** One-way and Two-way ANOVA. Correlation and regression analysis (linear, multiple, logistic). Time series analysis and forecasting
9. **Mini Project:** Exploratory Data Analysis (EDA) on a real-world dataset. Visualizing trends and interpreting outcomes using statistical tools in R

Mapping the Course Outcomes with Programme Outcomes

	Programme Level Outcomes	PO1	PO2	PO3	PO4	PO5
CO1	Explain fundamentals of data analytics and data types	3	2	1	2	1
CO2	Demonstrate proficiency in R programming and data structures	3	2	1	3	1
CO3	Perform data reading and visualization in R	3	3	1	3	1
CO4	Apply statistical methods and analytical techniques in R	3	3	2	3	2
	AVG	**3.0**	**2.5**	**1.25**	**2.75**	**1.25**

BBA-CAM 327: Summer Training/Field-Based Training/ Apprenticeship

Credits-4

The Assessment of Summer Training/Field-Based Training/ Apprenticeship shall be as follows.

Internal Assessment	**-**	**40 Marks**
External Assessment (Viva Voce)	**-**	**60 Marks**

Guidelines for Assessment

1. Every student has to compulsorily do summer internship/apprenticeship/Field based training in the industry after fourth semester and has to submit the certificate of training/ Apprenticeship.
2. Every student has to submit a spiral bind report to showcase the work done and learning during the summer internship/field based/apprenticeship and must appear for End Term Viva.
3. All the records to be maintained by every institute and should be able to produce whenever required by the university.
4. The duration of the training/apprenticeship will be 6-8weeks.
5. The institute must appoint an internal faculty mentor for each student in order to monitor/ assess the training/apprenticeship and award internal marks.
6. The university will conduct an external viva of 60 marks at the end of the fifth semester.

SEMESTER - VI

BBA-CAM 302: Business Policy and Strategy

L-4, T-0, Credits-4

Course Objectives: The course aims to acquaint the students with the nature, scope and dimensions of Business Policy and Strategy Management Process.

Course Outcomes: Upon completion of this course, students will be able to:
CO1. Describe the concept of Business Policy, its evolution and strategic management.
CO2. Perform the SWOT analysis.
CO3. Develop skills to formulate various strategies in different Business portfolio models.
CO4. Discover the issues in Strategy Implementation.

Course Content

Unit I

Introduction: Nature, Scope and Importance of Business Policy, Evolution, Forecasting, Long-Range Planning, Strategic Planning and Strategic Management, Strategic Management process, Formulation phase-vision, mission, objectives, and strategy, Implementation Phase-Strategic activities, evaluation and control.

(14 Hours)

Unit II

Environmental Analysis: Need, Characteristics and categorization of environmental factors, approaches to the environmental scanning process-structural analysis of competitive environment, ETOP a diagnosis tool. Analysis of Internal Resources: Strengths and weakness, resource audit, strategic advantage analysis, Porter's 5 force model of Competition Analysis; Value-chain approach to internal analysis, methods of analysis and diagnosing corporate capabilities-functional area profile and resource deployment matrix, strategic advantage profile, SWOT analysis, McKinsey's 7s framework. **(16 Hours)**

Unit III

Formulation of Corporate Strategies: Approaches to strategy formation, major strategy options-stability growth and expansion, concentration, integration, diversification, internationalization, cooperation and digitalization, retrenchment, combination strategies. **(15 Hours)**

Unit IV:

Choice of Business Strategies: BCG model, stop-light strategy model, directional policy matrix (DPM) model, Product/Market Evolution-Matrix and profit impact of market strategy (PIMS) model. Major Issues involved in the implementation of strategy, organizational cultural and behavioural factors, organization structure, role of leadership. **(15 Hours)**

Suggested Readings (Latest Editions):

1. Kazmi, A., Strategic Management and Business Policy, McGraw Hill Education
2. Wheelen, T. L., Hunger, J. D., Strategic Management and Business Policy, Pearson Education
3. David, F. R., David, F. R., Strategic Management: A Competitive Advantage Approach, Concepts and Cases, Pearson Education
4. Hill, C. W. L., Jones, G. R., Strategic Management: An Integrated Approach, Cengage Learning.
5. Nag, A., Strategic Management: Analysis, Implementation and Control, Vikas Publishing House

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Describe the concept of Business Policy, its evolution and strategic management.	3	2	1	2	1
CO2	Perform the SWOT analysis.	2	3	1	2	1
CO3	Develop skills to formulate various strategies in different Business portfolio models.	2	3	2	3	1
CO4	Discover the issues in Strategy Implementation	2	2	2	3	1
AVG		**2.25**	**2.5**	**1.5**	**2.5**	**1.0**

BBA-CAM 304: Block Chain Technology

L-4, T-0, Credits-4

Course Objectives: This course aims to introduce students to the fundamental concepts of blockchain technology, its architecture, cryptographic principles, consensus mechanisms, and practical applications across industries including finance, supply chain, and governance.

Course Outcomes: Upon completion of this course, students will be able to:

CO1. Explain the fundamentals of blockchain architecture, cryptographic primitives, and consensus mechanisms

CO2. Describe the components and functioning of Hyperledger Fabric and develop basic chaincode

CO3. Analyze applications of blockchain in financial services, capital markets, and supply chain management

CO4. Evaluate the use of blockchain for digital governance, identity management, and secure public systems

Course Contents

Unit I:

History: Digital Money to Distributed Ledgers -Design Primitives: Protocols, Security, Consensus, Permissions, Privacy- : Block chain Architecture and Design-Basic crypto primitives: Hash, Signature, Hash chain to Block chain-Basic consensus mechanisms. **Requirements for the consensus protocols**-Proof of Work (PoW)-Scalability aspects of Block chain consensus protocols: Permissioned Block chains-Design goals-Consensus protocols for Permissioned Block chains.

(15 Hours)

Unit II:

Decomposing the consensus process-Hyper ledger fabric components-Chain code Design and Implementation: Hyper ledger Fabric II:-Beyond Chain code: fabric SDK and Front End-Hyper ledger composer tool. **(15 Hours)**

Unit III:

Block chain in Financial Software and Systems (FSS): -Settlements, -KYC, -Capital Markets-Insurance, Block chain in trade/supply chain: Provenance of goods, visibility, trade/supply chain finance, invoice management/discounting. **(15 Hours)**

Unit IV:

Block chain for Government: Digital identity, land records and other kinds of record keeping between government entities, public distribution system / social welfare systems: Block chain Cryptography: Privacy and Security on Block chain.

(15 Hours)

Suggested Readings (Latest Editions):

1. Gates, M., Blockchain: Ultimate Guide to Understanding Blockchain, Bitcoin, Cryptocurrencies, Smart Contracts and the Future of Money, Wise Fox Publishing and Mark Gates.
2. Baset, S., Desrosiers, L., Gaur, N., Novotny, P., O'Dowd, A., & Ramakrishna, V., Hands-On Blockchain with Hyperledger: Building Decentralized Applications with Hyperledger Fabric and Composer.
3. Bahga, A., & Madisetti, V., Blockchain Applications: A Hands-On Approach, Arshdeep Bahga & Vijay Madisetti Publishers.
4. Antonopoulos, A. M., Mastering Bitcoin: Unlocking Digital Cryptocurrencies, O'Reilly Media.
5. Swan, M., Blockchain, O'Reilly Media.

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		**PO1**	**PO2**	**PO3**	**PO4**	**PO5**
CO1	Explain blockchain basics including cryptographic foundations and consensus protocols	3	2	1	3	1
CO2	Describe and build components using Hyperledger Fabric and chaincode	3	2	1	3	1
CO3	Analyze real-world applications of blockchain in finance and supply chain	3	3	2	3	2
CO4	Evaluate blockchain use in governance and secure public record systems	3	3	2	3	3
AVG		**3.0**	**2.5**	**1.5**	**3.0**	**1.75**

BBA-CAM 306: Data Warehousing and Data Mining

L-4, T-0, Credits-4

Course Objective: This course aims to enable students to understand the concepts, techniques, and tools of data warehousing and data mining, and apply them in business intelligence and decision-making processes.

Course Outcomes: Upon completion of this course, students will be able to:

- **CO1.** Differentiate between database systems and data warehouses, and describe data warehousing architecture and components.
- **CO2.** Apply dimensional modeling techniques and OLAP operations for data analysis
- **CO3.** Analyze data preprocessing steps and implement association rule mining using algorithms like Apriori.
- **CO4.** Demonstrate the use of data mining tools for solving business problems through classification and clustering.

Course Contents

Unit I:

Introduction to Data Warehousing: Overview, Difference between Database System and Data Warehouse, The Compelling Need for data warehousing, Data warehouse – The building Blocks: Defining Features, data warehouses and data marts, overview of the components, three tier architecture, Metadata in the data warehouse. ETL tools: - Defining the business requirements: Dimensional analysis, information packages – a new concept, requirements gathering methods, requirements definition: scope and content. **(15 Hours)**

Unit II:

Principles of Dimensional Modeling: Objectives, From Requirements to data design, Multi-Dimensional Data Model, Schemas: the STAR schema, the Snowflake schema, fact constellation schema. OLAP in the Data Warehouse: Demand for Online Analytical Processing, limitations of other analysis methods, OLAP definitions and rules, OLAP characteristics, major features and functions, hyper cubes. OLAP Operations: Drill-down and roll-up, slice-and-dice, pivot or rotation, OLAP models, overview of variations, the MOLAP model, the ROLAP model, the DOLAP model, ROLAP versus MOLAP, OLAP implementation considerations. Query and Reporting, Executive Information Systems (EIS), Data Warehouse and Business Strategy. **(15 Hours)**

Unit III:

Data mining and data pre-processing: Data mining: Introduction, What kind of data can be mined, What kind of patterns to be mined, Which technologies are used, What kinds of applications are targeted, Major issues in data mining. Data pre-processing: Overview of Data pre-processing, data cleaning, data integration, data reduction, data transformation and data discretization, exploring data using IRIS datasets. Introduction to Apriori algorithm for association mining rule. **(15 Hours)**

Unit IV:

Data mining applications, and Data mining Tools: Applications of data mining: Data mining for retail and telecommunication industries, data mining and recommender systems. Introduction to data mining tools (open source): Weka, RapidMiner, IBM Watson for classification and clustering algorithms using IRIS Datasets **(15 Hours)**

Suggested Readings (Latest Editions):

1. Kamber and Han, "Data Mining Concepts and Techniques", Third edition, Hartcourt India P.Ltd.,2012
2. Pang-Ning Tan, Michael Steinbach, Vipin Kumar, "Introduction to data mining", Pearson education, 2006
3. Paul Raj Poonia, "Fundamentals of Data Warehousing", John Wiley & Sons, 2004
4. Ashok N. Srivastava, Mehran Sahami, "Text Mining Classification, Clustering, and Applications", Published by Chapman and Hall/CRC1st Edition, June 23, 2009
5. Ian H., Eibe Frank, Mark A. Hall, Christopher Pal "Data Mining: Practical Machine Learning Tools and Techniques" Published by Morgan Kaufmann; 4th edition, December 1, 2016
6. G. K. Gupta, "Introduction to Data Mining with Case Studies", PHI, 2006.
7. Alex Berson and Stephen J.Smith, "Data Warehousing, Data Mining & OLAP", Tata McGraw Hill, 1 July 2017
8. Shmueli, "Data Mining for Business Intelligence: Concepts, Techniques and Applications in Microsoft Excel with XLMiner", Wiley Publications

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		**PO1**	**PO2**	**PO3**	**PO4**	**PO5**
CO1	Differentiate between database systems and data warehouses, and describe data warehousing architecture and components.	3	2	1	3	2
CO2	Apply dimensional modeling techniques and OLAP operations for data analysis	3	3	2	3	2
CO3	Analyze data preprocessing steps and implement association rule mining using algorithms like Apriori.	3	3	2	3	2
CO4	Demonstrate the use of data mining tools for solving business problems through classification and clustering	2	3	2	3	3
AVG		**2.75**	**2.75**	**1.75**	**3**	**2.25**

BBA-CAM 308: Digital and Social Media Marketing

L-4, T-0, Credits-3

Course Objectives: The course aims to develop a solid understanding of the concepts, strategies, and tools in internet, digital, and social media marketing, enabling students to leverage these platforms to support and enhance organizational marketing initiatives.

Course Outcomes: Upon completion of this course, students will be able to:

- **CO1.** Understand and explain the key concepts, tools, and strategies of digital and social media marketing, and how they differ from traditional marketing approaches.
- **CO2.** Analyze online consumer behavior and apply digital marketing models to create engaging and user-focused digital experiences
- **CO3.** Create effective digital content—including blogs, emails, and web copy—optimized for search engines and aligned with content marketing goals.
- **CO4.** Plan, implement, and evaluate digital and social media campaigns using web analytics tools and performance metrics to support business objectives

Course Contents

Unit I

Introduction to Digital Marketing and Online Buyer Behavior: Digital marketing meaning scope and importance, Internet versus traditional marketing communication, internet microenvironment, Business-to-Consumer (B2C) and Business-to-Business (B2B) Internet marketing, Digital marketing strategy. The Marketing Mix (7 – Ps) in online context, Managing online customer experience, Planning website design, understanding site user requirement, site design and structure, developing and testing content, Integrated Internet Marketing Communications (IIMC), Objectives and Measurement of Interactive marketing communication

(11 Hours)

Unit II

Content Marketing, Blog Creation & Email Marketing: Content marketing: strategy, types, and importance. Content writing techniques for websites, emails, and campaigns. **Blog creation:** choosing topics, structuring blog posts, SEO-friendly writing. **Visual content:** images, infographics, and videos. **E-mail marketing:** opt-in, permission-based campaigns. Online PR and digital storytelling. Interactive advertising and online partnerships, Website optimization techniques.

(12 Hours)

Unit III

Search, Mobile & Analytics: Search Engine Marketing (SEM) and Search Engine Optimization (SEO). Keyword research and optimization strategies. Mobile marketing: in-app advertising, SMS campaigns, responsive content. Campaign planning and execution. Web analytics: tools (e.g., Google Analytics), metrics, and data interpretation. Legal and ethical issues in digital marketing

(11 hours)

Unit IV

Social Media Marketing (SMM): Introduction to SMM: role and benefits in marketing. Key platforms: Facebook, Instagram, Twitter, LinkedIn, YouTube, X (formerly Twitter). Creating platform-specific content: posts, stories, videos, reels. Influencer marketing and social listening. Social media campaign design and management. Community engagement and brand building. Social media analytics and reporting tools. Trends and innovations in social media marketing. **(11 Hours)**

Suggested Readings (Latest Editions):

1. Chaffey, D., Ellis-Chadwick, F., Digital Marketing: Strategy, Implementation and Practice, Pearson Education
2. Tuten, T. L., Solomon, M. R., Social Media Marketing, SAGE Publications
3. Roberts, M. L., Zahay, D., I nternet Marketing, Cengage Learning
4. Strauss, J., Frost, R. D., E-marketing, Routledge.
5. Barker, M., Barker, D. I., Bormann, N. F., Neher, K. E., Zahay, D., Social Media Marketing: A Strategic Approach, Cengage Learning
6. Kumar, P., How to Write a Book in 8 Days, Books That Inspire

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understand and explain the key concepts, tools, and strategies of digital and social media marketing, and how they differ from traditional marketing approaches	3	2	1	2	1
CO2	Analyze online consumer behavior and apply digital marketing models to create engaging and user-focused digital experiences	2	3	2	3	2
CO3	Create effective digital content—including blogs, emails, and web copy—optimized for search engines and aligned with content marketing goals	2	2	3	2	1
CO4	Plan, implement, and evaluate digital and social media campaigns using web analytics tools and performance metrics to support business objectives	2	3	3	3	2
AVG		**2.25**	**2.5**	**2.25**	**2.5**	**1.5**

BBA-CAM 310: Organization Effectiveness and Change

L-4, T-0, Credits-4

Course Objectives: This course explores key organizational processes and dynamics to help students understand workplace behavior and contribute to organizational effectiveness and change.

Course Outcomes: Upon completion of this course, students will be able to:

CO1. Understand key concepts and models of organizational change and development.
CO2. Analyze the influence of culture, climate, power, and politics in organizations
CO3. Apply strategies for managing conflict, intergroup behavior, and negotiation.
CO4. Evaluate practices for fostering creativity, innovation, and inclusion in diverse workplaces.

Course Content

Unit I

Foundations of Organizational Change and Development: Introduction to organizational change and development; Forces of change; Resistance to change; Management of change; Models of organizational change (Lewin's Change Model, Kotter's 8-Step Model, ADKAR Model); and Learning organizations.

(15 Hours)

Unit II

Organizational Culture, Climate, and Power Dynamics: Organizational culture – definition, evolution, determinants, and dimensions; Organizational climate – meaning and factors; Power in organizations – bases of power and influence; Political behavior – sources and tactics; and the impact of power and politics on organizational functioning. **(15 Hours)**

Unit III

Conflict, Intergroup Behavior, and Negotiation: Sources and types of conflict in organizations; Reactions to conflict; Conflict management styles and strategies; Intergroup behavior – competition and collaboration; Approaches to negotiation – distributive and integrative; and Stages and strategies of negotiation **(15 Hours)**

Unit IV

Creativity, Innovation, Gender, and Cross-Cultural Management: Individual and organizational creativity; Creative blocks and strategies to overcome them; Organizational innovation – processes and enablers; Gender issues in management – stereotypes, challenges, and inclusion strategies; Women in leadership roles; and Introduction to cross-cultural management.

(15 Hours)

Suggested Readings (Latest Editions):

1. Bhattacharyya, D., Organizational Change and Development, Oxford University Press
2. Mukherjee, K., Organizational Change and Development, Pearson Education
3. Singh, K., Organizational Change and Development, Excel Books
4. Cummings, T. G., Worley, C. G., Organization Development and Change, Cengage Learning
5. Burke, W. W., Organization Change: Theory and Practice, SAGE Publications
6. Anderson, D. L., Organization Development: The Process of Leading Organizational Change, SAGE Publications

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understand key concepts and models of organizational change and development	3	2	1	2	1
CO2	Analyze the influence of culture, climate, power, and politics in organizations	2	3	2	2	3
CO3	Apply strategies for managing conflict, intergroup behavior, and negotiation	1	3	3	2	2
CO4	Evaluate practices for fostering creativity, innovation, and inclusion	2	2	2	3	3
AVG		**2.0**	**2.5**	**2.0**	**2.25**	**2.25**

BBA-CAM 312: Strategic HRM

L-4, T-0, Credits-4

Course Objectives: This course aims to equip students with the knowledge and skills to align human resource strategies with business objectives, manage workforce challenges, and address emerging trends in Strategic HRM

Course Outcomes: Upon completion of this course, students will be able to:

CO1. Analyze the nature, scope, and functions of Strategic Human Resource Management and its role in aligning HR strategies with organizational goals.

CO2. Demonstrate an understanding of workforce planning, talent acquisition, and retention strategies, and evaluate methods for forecasting manpower demand and supply.

CO3. Evaluate contemporary HR issues such as global HRM, work-life balance, and Green HRM, and develop strategies to address these challenges within a business context.

CO4. Apply HRM competencies and performance measurement tools like the Balanced Scorecard (BSC) in designing HR strategies that enhance organizational effectiveness and employee performance.

Course Content

Unit I: Introduction to Strategic Human Resource Management (SHRM):

Definition and Evolution of HRM, Nature and Scope of Strategic HRM, SHRM Models (Best Fit, Best Practice, Configurational Models), HRM Roles and Responsibilities in Strategic Management, Business and Organizational Restructuring: Implications for HR, The Changing Role of HR Managers in Strategy Formulation and Execution, Aligning HR Strategy with Business Strategy, Competitive Challenges and SHRM: Workforce; Diversity, Equity, Inclusion, Belonging (DEIB) and workforce agility. Managing Protean Careers, Psychological Contracts, Employee Engagement and Developmental Leadership, Moonlighting and its Implications for Organizations.

(15 Hours)

Unit II: Strategic Workforce Planning and HR Integration

Linking Strategic Planning with HR Planning: Concept of Strategic HR Planning, Forecasting Manpower Demand and Supply: Techniques and Methods, Workforce Analytics for SHRM Decision-Making, Managing Turnover, Absenteeism, and Talent Gaps. Job Analysis, Job Design & Job Re-design: Job Enlargement and Job Enrichment, Integrating Corporate Strategy and HRM, HRM and Organizational Culture Management. Managing HR during Mergers & Acquisitions: Challenges and Strategies for Aligning Workforce in M&As, Post-merger Integration of HRM Strategies.

(15 Hours)

Unit III: Talent Acquisition, Development, and HR Competencies

Expanding the Talent Pool Strategically: Strategic Recruitment and Selection Practices, Linking Career Development Initiatives with Organizational Strategy, HR Competencies: Roles of HR Generalists and HR Specialists in Strategy Implementation, Strategic Training & Development: Linking Learning with Organizational Goals. Performance Measurement **Systems:** Balanced Scorecard (BSC) and its Application to HRM, Step-by-Step Implementation of BSC for HR, Aligning Employee Performance with Strategic Objectives.

(15 Hours)

Unit IV: Contemporary Issues and Innovations in SHRM

Strategic HRM in a Global and Evolving Environment: International Human Resource Management (IHRM): Global Workforce Management, SHRM in the Digital Age: Leveraging Technology in HR, Human Resource Information Systems (HRIS) and e-HRM, Wellness Programs and Work-Life Balance as Strategic HR Practices, Green HRM: Aligning Sustainability with HR Strategies. Emerging Work Patterns: Flexible Working (Shift Systems, Flexi-time, Remote Work, Casual Employment), Competency Mapping and Empowering Managers, Developing Positive Political Skills in HRM.

(15 Hours)

Suggested Readings (Latest Editions):

1. Kochhar, R., Human Resource Management: A Global Perspective, Pearson Education
2. Datt, R. & Sundaram, K.P.M., Indian Economy, S. Chand & Company Ltd.
3. Bhatia, S., Strategic Human Resource Management, Excel Books
4. Mathis, R.L., & Jackson, J.H., Human Resource Management, Cengage Learning
5. Tiwari, R.K., Human Resource Management: Text & Cases, Vikas Publishing House
6. Pattanayak, B., Human Resource Management, Prentice Hall India

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Analyze the nature, scope, and functions of SHRM and its role in aligning HR strategies with organizational goals	3	2	2	3	2
CO2	Demonstrate understanding of workforce planning, talent acquisition, and evaluate forecasting methods	3	3	2	2	2
CO3	Evaluate contemporary HR issues such as global HRM, work-life balance, Green HRM, and strategize solutions in a business context	2	2	2	3	3
CO4	Apply HRM competencies and performance measurement tools like BSC to enhance organizational effectiveness and employee performance	3	3	3	3	2
AVG		**2.75**	**2.5**	**2.25**	**2.75**	**2.25**

BBA-CAM 314: Advertising and Brand Management

L-4, T-0, Credits-4

Course Objectives: This course aims to provide an understanding of the basic principles of advertising management and to develop an understanding of the brand concept**.**

Course Outcomes: Upon completion of this course, students will be able to:

CO1. Define key concepts of Integrated Marketing Communication (IMC) and Advertising Management, including objectives and strategy
CO2. Apply media planning strategies and evaluate advertising effectiveness
CO3. Analyze brand concepts, equity, and loyalty using relevant models
CO4. Develop and evaluate brand positioning and extension strategies

Course Content

Unit I

Concept of IMC: Definition of Advertising- Nature & Scope of Advertising Management; Setting Advertising Objectives, DAGMAR & Other Models, Advertising Planning & Strategy Making, Creative Strategy Development & Implementation. Advertising Budget. (Indian Prospects)

(14 Hours)

Unit II

Media Planning: Setting Media Objectives; Developing Media Strategies, Evaluation of Different Media and Media Selection; Media Buying; Measuring Advertising Effectiveness- Pretesting & Post testing; Social, Ethical and Legal Aspect of Advertising**.** **(14 Hours)**

Unit III

Brand-Concept: Naming and Importance of Brands; Types of brands, Strategic Brand Management Process; Brand Identity perspectives, Brand identity prism, Identity levels, Concepts and Measures of Brand Equity, Brand Assets and liabilities, Aaker Model of Brand Equity, Customer based brand equity, Keller model of Brand Equity .Brand Loyalty, Measures of Loyalty; Brand Personality: Definition, Measures and, Formulation of Brand Personality; Brand Image dimensions, Stages of Concept Management for functional, symbolic and experiential brands.

(16 Hours)

Unit IV:

Brand Positioning: Concepts and Definitions, 3 Cs of positioning, Brand positioning and differentiation strategies, Repositioning, Celebrity Endorsements, Brand Extension; Branding strategies; Brand Hierarchy-Kapfrer Model; Line Extension; Brand Extension, Multiple Brands; New Brands; Extension; range and umbrella branding, Brand reinforcement, brand revitalization of Advertisement, managing global brands, Branding in different sectors, Case studies.

(16 Hours)

Suggested Readings (Latest Editions):

1. Batra, R., Myer, G.J., & Aaker, D.A., Advertising Management, Pearson Education
2. Keller, K.L., Strategic Brand Management, Pearson Education
3. O'Guinn, T., & Allen, C., Advertising Management with Integrated Brand Promotion, Cengage Learning India Pvt. Ltd.
4. Shah, K., & D'Souza, A., Advertising and Promotions: An IMC Perspective, McGraw Hill Education

5. Aaker, D., Managing Brand Equity, Prentice Hall of India
6. Shimp, T.A., Advertising Promotion and Other Aspects of Integrated Marketing Communications, Cengage India Pvt. Ltd.

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Define key concepts of IMC and Advertising Management, including objectives and strategy	3	2	2	2	1
CO2	Apply media planning strategies and evaluate advertising effectiveness	2	3	2	2	1
CO3	Analyze brand concepts, equity, and loyalty using relevant models	2	3	2	3	1
CO4	Develop and evaluate brand positioning and extension strategies	2	3	3	3	1
AVG		**2.25**	**2.75**	**2.25**	**2.5**	**1.0**

BBA-CAM 316: Sales Management

L-4, T-0, Credits-4

Objective: The course aims to equip students with conceptual and analytical skills required to manage modern sales operations effectively, with a focus on strategic sales planning, technology integration, customer engagement, and ethical sales practices in competitive and global markets.

Course Outcomes:

CO1. Explain the role of sales management within the broader context of marketing and business strategy

CO2. Apply techniques of sales planning, forecasting, and budgeting to optimize sales performance

CO3. Analyze and design effective sales force structures, compensation plans, and training programs

CO4. Evaluate the role of technology, CRM systems, and ethical practices in enhancing modern sales effectiveness

Course Contents:

Unit I

Introduction to Sales Management: Nature, scope and objectives of sales management; Role of sales manager and integration with marketing; Personal selling process and theories; Buying behavior and decision-making process; B2B vs B2C sales strategies, Role of sales management in marketing strategy

(15 Hours)

Unit II

Sales Planning and Forecasting: Sales planning and sales quotas; Sales forecasting techniques, Territory design and sales budgeting, Sales target setting and performance standards, Sales control and analysis. **(15 Hours)**

Unit III

Managing the Sales Force: Recruitment and selection of sales personnel, Sales training and development, Designing compensation plans, Motivating and leading sales teams, Compensation and incentive structures, Sales meetings and communication, Monitoring & Evaluating sales performance. **(15 Hours)**

Unit IV

Technology & Ethics in Sales - Customer Relationship Management (CRM); Technology trends in sales (e.g., AI, automation, sales analytics), E-selling and virtual sales platforms; Legal and ethical issues in selling; International sales management considerations. **(15 Hours)**

Suggested Readings:

1. Still. K.R., Cundiff. E.W & Govoni. N.A.P. Sales Management. Pearson Education.
2. Jobber, David and Lancaster, Geoffery, Selling and Sales Management, Pearson Education
3. Panda, T.K. and Sahadev, S, Sales and Distribution Management, Oxford University Press.

4. Havaldar, K K. and Cavale, VM., Sales and Distribution Management: Text and Cases, Tata McGraw Hill.
5. Krishna K. Havaldar & Vasant M. Cavale, Sales and Distribution Management, McGraw Hill Education
6. S.L. Gupta, Sales and Distribution Management, Excel Books
7. Tapan K. Panda & Sunil Sahadev, Sales and Distribution Management, Oxford University Press
8. J.K. Jain & P.P. Singh, Sales Management, VK Global Publications

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		**PO1**	**PO2**	**PO3**	**PO4**	**PO5**
CO1	Explain the role of sales management within the broader context of marketing and business strategy	3	2	1	1	2
CO2	Apply techniques of sales planning, forecasting, and budgeting to optimize sales performance	3	3	2	3	2
CO3	Analyze and design effective sales force structures, compensation plans, and training programs	2	3	3	2	2
CO4	Evaluate the role of technology, CRM systems, and ethical practices in enhancing modern sales effectiveness	2	3	2	3	3
AVG		**2.5**	**2.75**	**2**	**2.25**	**2.25**

Note:

1. Case Studies/ Simulations are to be utilized relevant to the concepts to enhance critical thinking and promoting higher order thinking skills based on current issues.
2. Field Visit to showcase warehouses for hands-on learning experiences may be included

BBA-CAM 318: Financial Market and Institutions

L-4, T-0, Credits-4

Course Objectives: The course aims to familiarize the learners with an overview of Financial Markets & Institutions in India.

Course Outcomes: Upon completion of this course, students will be able to:

CO1. Analyze the functioning of Financial Markets & Institutions in India.
CO2. Examine the functioning of money market and capital market.
CO3. Assess the impact of initiatives on financial inclusion.
CO4. Understand the role and functions of financial institutions.

Course Content

Unit I

Introduction to Financial System: Components of financial system, Financial system and economic development, Financial intermediaries, Overview of Indian Financial System, Financial Sector Reforms. **(14 Hours)**

Unit II

Money Market: Money market concept, role, functions and importance, money market instruments, reserve bank of india (RBI) structure and role, money market operations, monetary policy committee (MPC) structure and role, policy rates, impact of monetary policy on inflation and liquidity. **(14 Hours)**

Unit III

Capital Market: Capital market concept, role, functions and importance, components of capital market, cash markets-equity and debt, depository, primary and secondary markets, derivatives and commodity markets, role of stock exchanges in India, Securities and exchange board of India (SEBI-role in capital market development and Investor protection and awareness. Introduction to cryptocurrencies. **(16 Hours)**

Unit IV:

Banking and Other Financial Institutions: Commercial banks-classification, payment banks, small banks, co-operative banks, recent initiatives like MUDRA financing scheme, financial inclusion, Non-performing assets (NPA)-meaning, causes and impact of NPAs on banking sector, Insolvency and bankruptcy code 2016, Role and Importance of non-banking financial companies (NBFCs), development financial institutions (DFIs), Housing finance institutions, National Housing Bank, HUDCO, Microfinance and Rural Credit, NABARD, Post Office Banks. **(16 Hours)**

Suggested Readings (Latest Editions):

1. Gordon, E. & Natarajan, K, Financial Markets and Services, Himalaya Publishing House.
2. Kumar, V., Gupta, K., & Kaur, M., Financial Markets, Institutions and Financial Services, Taxmann's Publications.
3. Khan M. Y., & Jain, P.K., Financial Services, McGraw Hill Publishing Company.
4. Khan M. Y., Indian Financial System-Theory and Practice, Vikas Publishing House.

5. Pathak, Bharati, Indian Financial System, Pearson Education.
6. Annual Reports: Reserve Bank of India, Ministry of Finance, Government of India.

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		**PO1**	**PO2**	**PO3**	**PO4**	**PO5**
CO1	Analyze the functioning of Financial Markets & Institutions in India.	3	3	2	2	1
CO2	Examine the functioning of money market and capital market.	3	3	2	2	1
CO3	Assess the impact of initiatives on financial inclusion.	2	3	2	3	3
CO4	Understand the role and functions of financial institutions.	3	2	1	2	2
AVG		**2.75**	**2.75**	**1.75**	**2.25**	**1.75**

BBA-CAM 320: Corporate Accounting

L-4, T-0, Credits-4

Course Objectives: The course aims to help students to acquire conceptual knowledge of corporate accounting system and to learn the techniques of preparing the financial statements of companies.

Course Outcomes: Upon completion of this course, students will be able to:

CO1. Account for equity and debt capital of a company.
CO2. Prepare financial statements (Profit & Loss Account, Balance Sheet, etc.) using software.
CO3. Analyze revisions in the balance sheet after Internal Reconstruction of company.
CO4. Develop proficiency in the process of e-filing of annual reports of companies.

Course Content

Unit I

Accounting for Share Capital & Debentures: Accounting for Equity and Debt Capital – call money, premium, discount, forfeiture, surrender, redemption, advance and arrears. Issue and Pro-rata allotment of shares; concept & process of book building; Issue of rights and bonus shares; ESOPs and Buy Back of shares; Issue and Redemption of preference shares and Debentures. (In reference to Relevant Accounting Standards (AS and Ind AS) and Guidance Notes as applicable.) Accounting treatment for alteration of share capital and reduction of the share capital; Preparation of balance sheet after Internal Reconstruction. Profit or loss Prior to Incorporation: Meaning of profit or loss prior to incorporation; accounting treatment of profit or loss prior to incorporation. valuation of Goodwill and Share. **(14 Hours)**

Unit II

Preparation of Financial Statements of Companies including one Person Company: Preparation of financial statements of corporate entities including one Person Company (excluding calculation of managerial remuneration) as per Division I and II of Schedule III of the Companies Act 2013; Preparation of Statement of Profit and Loss, Balance Sheet and Cash flow Statement of corporate entities manually and using appropriate software. (In reference to Relevant Accounting Standards, AS and Ind AS, as applicable.) Accounts of Holding Companies/Parent Companies. Preparation of consolidated balance sheet with one subsidiary company. Relevant provisions of Accounting Standard 21 (ICAI) **(16 Hours)**

Unit III

Amalgamation of Companies: Concepts Amalgamation and Business Combination of companies; Consideration / purchase price for amalgamation/ business combination; accounting entries for amalgamation/business combination; preparation of amalgamated balance sheet (excluding inter-company holdings) applying AS 14/Ind AS103. **(14 Hours)**

Unit IV:

Corporate Financial Reporting: Meaning, need and objectives; Constituents of Annual Report and how it is different from financial statements; Contents of annual report; mandatory and voluntary disclosures through annual report. Contents of the Report of the Board of Directors; E-filing of annual reports of companies and XBRL Filing with specific practical exercises.

(16 Hours)

Note: Any revision of relevant Accounting Standards/Indian Accounting Standards, which are covered above would become applicable.

Suggested Readings (Latest Editions):

1. Maheshwari, S. N., Maheshwari, S. K., & Maheshwari, S. K. Corporate Accounting. New Delhi: Vikas Publishing House.
2. Jain, S. P., & Narang, K. L. Corporate Accounting. New Delhi: Kalyani Publishers
3.Tulsian, P. C., & Tulsian, B. Corporate Accounting. S. New Delhi: Chand Publishing.
4. Monga, J. R. Fundamentals of Corporate Accounting. New Delhi: Mayur Paperbacks.
5. Shukla, M. C., Grewal, T. S., & Gupta, S. C. Advanced Accounts. Vol.-II. New Delhi: S. Chand Publishing.
6. Sehgal, A. Fundamentals of Corporate Accounting. New Delhi: Taxmann Publication

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Account for equity and debt capital of a company	3	3	1	2	1
CO2	Prepare financial statements (P&L Account, Balance Sheet, etc.) using software	3	3	1	3	1
CO3	Analyze revisions in the balance sheet after Internal Reconstruction of company	3	3	2	2	1
CO4	Develop proficiency in the process of e-filing of annual reports of companies	2	3	1	3	1
AVG		**2.75**	**3.00**	**1.25**	**2.50**	**1.00**

Note: Latest editions of the books must be used

Recommended Projects: Students may be encouraged to attempt the following for enhanced learning:

i. Evaluate the details and disclosures made in the prospectus issued by reputed Companies
ii. Examine the annual reports of an organization to check the compliance with the applicable accounting standards (AS and Ind AS).
iii. Prepare financial statements using a set of transactions through a software.
iv. Analyze the mandatory and voluntary disclosures made in the annual reports of reputed Companies.

BBA-CAM 322: Global Competitiveness

L-4, T-0, Credits-4

Course Objectives: This course introduces students to the fundamentals of global competitiveness and strategies to succeed in international markets. It also covers the key forms and success factors of strategic alliances as essential tools for business growth

Course Outcomes: Upon completion of this course, students will be able to:

CO1. Understand the concept of strategic alliances and acquaint themselves with the worldwide trends in this area.
CO2. Explain the factors responsible for the rise of strategic alliances.
CO3. Develop an awareness of costs and benefits of alliance arrangements.
CO4. Explain the process of planning successful alliances and responsibility of the alliance partners

Course Content

Unit I

Global Competitiveness: Definition and Importance, Key Drivers of Competitiveness in the Global Economy, Framework for Assessing Competitiveness: Comparative and Competitive Advantage, Porter's Diamond Model, World Economic Forum (WEF) Competitiveness Index, IMD World Competitiveness Yearbook. Various Approaches: National vs. Firm-Level Competitiveness, International Competitiveness Studies, Benchmarking and Best Practices **(14 Hours)**

Unit II

Developing Competitiveness: Government Policy and Competitiveness: Role of Regulatory Environment and Reforms, Economic Liberalization and Ease of Doing Business. Quality and Productivity: Total Quality Management (TQM), Lean and Six Sigma Approaches, Benchmarking and Continuous Improvement, Role of Quality and Productivity in achieving World Class Competitiveness; Science, Technology and Innovation Policy: National Innovation Systems, R&D and Intellectual Property Rights (IPR). Human Capital and Competitiveness: Education, Skills, and Workforce Competency, Talent Retention and Global Talent Index. Role of Information Systems in Building Competitiveness: ICT Infrastructure and Digital Competitiveness, Role of AI, Big Data, and Industry 4.0. Industrial Clusters and Business Development; Cluster Development and Competitiveness, Public-Private Partnerships in Business Development. Strategic Management of Technology and Innovations: Innovation Strategy, Technology Lifecycle Management.

(16 Hours)

Unit III

Global Competitiveness of Indian Industry: Current Status of Indian Industry on Global Competitiveness: Sectoral Analysis (IT, Pharma, Manufacturing, etc.), India's Ranking in Global Indices. Challenges and Causes of Uncompetitiveness: Infrastructure Deficiencies, Policy Bottlenecks, Skill Gaps and Innovation Deficit. Strategic Options for Enhancing Competitiveness: Global Value Chains (GVCs), Export Promotion and Market Diversification, FDI and Technology Transfer. Case Studies of Globally Competitive Indian Companies: Infosys, Tata Group, Mahindra, Reliance, etc. **(15 Hours)**

Unit IV:

Strategic Alliances: Strategic Alliances: Concept and Types: Joint Ventures, Licensing, Franchising, Consortia. Value Creation through Strategic Alliances: Synergy and Resource Sharing, Market Access and Technology Transfer. Management of Alliances: Selection of Partners, Governance Structures and Conflict Resolution, Performance Measurement. Strategic Alliances in the Indian Context: Successful Alliances in Indian Industries, Role in Enhancing Global Reach and Competitiveness. Global Comparative Competitive study across the nations**.**

(15 Hours)

Suggested Readings (Latest Editions):

1. Momaya, K., International Competitiveness: Evaluation and Enhancement, Hindustan Publishing Corporation
2. Ajitabh, Global Competitiveness, Excel Books
3. Marcela, V. W., International Competitiveness and Technological Change, Oxford Press
4. Hamel, G., & Prahlad, C. K., Competing for the Future, Harvard Business Press
5. IMD, World Competitiveness Year Book, IMD
6. World Economic Forum, Global Competitiveness Report, World Economic Forum

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		**PO1**	**PO2**	**PO3**	**PO4**	**PO5**
CO1	Understand the concept of strategic alliances and acquaint themselves with the worldwide trends in this area.	3	2	2	2	1
CO2	Explain the factors responsible for the rise of strategic alliances	3	3	2	2	1
CO3	Develop an awareness of costs and benefits of alliance arrangements	2	3	2	3	1
CO4	Explain the process of planning successful alliances and responsibility of the alliance partners	3	3	3	3	1
AVG		**2.75**	**2.75**	**2.25**	**2.5**	**1**

BBA-CAM 324: WTO and Intellectual Property Rights

L-4, T-0, Credits-4

Course Objectives: The course is intended to sensitize the students about the importance of WTO and intellectual property in the global economy.

Course Outcomes: Upon completion of this course, students will be able to:

CO1. Understand the working and significance of world trade organization in liberalized era.
CO2. Be familiar with the concept of intellectual property rights and their application.
CO3. Appreciate the impact of WTO on Indian Economy.
CO4. Understand Trade Related Aspects of Intellectual Property Rights (TRIPS) & Trade-Related Investment Measures (TRIMS) in context of international business

Course Content

Unit I

GATT and Evolution of World Trade Organization (WTO): Role of WTO in International Trade, Main Features of WTO, Agreements as a part of WTO: Environment, Investment, Competition Policy, Government Procurement, Trade Facilitation, Social Clause, Labour Standards; Implementation and Implication. Introduction to the Global Business Environment.

(15 Hours)

Unit II

General Introduction in the Intellectual Property Law: The Notion of Intellectual Property, Historical Background, The Main Fields of Intellectual Property, Industrial Property Law: Inventions, Industrial Creations Characterized by Relative Novelty (innovations), Know-How, Industrial Designs and Models, Utility Models, Layout-designs of Semiconductor Integrated Circuits (semiconductor chips), Plant Varieties, Trademarks, Geographical Indications, Trade-names, Emblems, Other Distinctive Signs; Scientific Discoveries and Neighboring Rights. **(14 Hours)**

Unit III

IPR and Economic Development: Copyright Law ("Rights of Authors"), Correlation of Intellectual Property Law with Unfair Competition, Common Features of the Intellectual Property Rights, Legal Nature of the Intellectual Property Rights, Position of the Intellectual Property Law in the Legal System. International Organizations and Agreements. **(14 Hours)**

Unit IV

International Protection of Intellectual Property: World Intellectual Property Organization, TRIPS, Paris Convention for Protection of Industrial Property, Patent Cooperation Treaty, The Hague Agreement on Deposit of Industrial Designs, International Convention for Protection of New Varieties of Plants, Budapest Treaty on International Recognition of Deposit of Microorganisms, Madrid Agreement on International Registration of Trademarks and Protocol Relating to Madrid Agreement, Trademark Law Treaty, Berne Convention for Protection of Literary and Artistic Works, Rome International Convention for Protection of Performers, Producers of Phonograms and Broadcasting Organizations, The Geneva Convention for Protection of Producers of Phonograms **(16 Hours)**

Suggested Readings (Latest Editions):

1. Lal, B., The WTO and the Multilateral Trading System: Past, Present and Future, Third World Network and Zen Books
2. Bainbridge, D., Intellectual Property, Pearson Education
3. Maskus, K. E., Intellectual Property Right in the Global Economy, Institute for International Economies, Washington
4. Ganguli, P., IPR - Unleashing the Knowledge Economy, McGraw Hill Education
5. Ramappa, T., Intellectual Property Rights Under WTO: Task Before India, Wheeler Publishing
6. Jain, N. K., WTO: Concepts, Challenges and Global Development, Cambridge University Press

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understand the working and significance of WTO in liberalized era	3	2	2	2	1
CO2	Be familiar with the concept of intellectual property rights and their application	3	3	2	2	1
CO3	Appreciate the impact of WTO on Indian Economy	3	2	2	3	1
CO4	Understand TRIPS & TRIMS in	3	3	2	3	1

	context of international business					
AVG		**3.0**	**2.5**	**2.0**	**2.5**	**1.0**

BBA-CAM 326: Sustainable Entrepreneurship

L-4, T-0, Credits-4

Course Objectives: This course aims to equip students with the knowledge and skills to develop and manage sustainable entrepreneurial ventures by integrating economic, environmental, and social dimensions into business models and strategies.

Course Outcomes: Upon completion of this course, students will be able to:

- **CO1.** Understand the foundational concepts of sustainability and entrepreneurship and explain their interrelationship.
- **CO2.** Apply tools such as the Sustainable Business Model Canvas and Life Cycle Assessment to design sustainable business strategies.
- **CO3.** Analyze the challenges and opportunities faced by sustainable startups using real-world case studies.
- **CO4.** Create a viable and innovative sustainable business proposal addressing environmental or social issues.

Course Content

Unit I: Foundations of Sustainable Entrepreneurship

Introduction to Entrepreneurship and Sustainability: Definition and characteristics of entrepreneurship, Evolution of entrepreneurship in the context of sustainability, Understanding sustainability: Environmental, Social, and Economic dimensions, Intersection of entrepreneurship and sustainability. The Triple Bottom Line Approach: People, Planet, and Profit: Integrating 3Ps in business practices, Case examples of TBL application in SMEs and startups. Sustainable Development Goals (SDGs): Overview of the 17 SDGs, Linking SDGs to entrepreneurial opportunities, Role of entrepreneurs in achieving SDGs at local and global levels. Characteristics of Sustainable Entrepreneurs: Values, mindset, and behaviors of eco-conscious entrepreneurs, Leadership styles suited to sustainable businesses, Ethical considerations in entrepreneurship. Challenges and Opportunities in Sustainable Entrepreneurship: Market gaps and new opportunities for innovation, Regulatory, financial, and operational barriers, Trends driving sustainability (climate change, resource scarcity, social inequality) **(15 Hours)**

Unit II: Business Models and Design for Sustainability

Sustainable Business Model Innovation: Differences between conventional and sustainable business models, Introduction to the Sustainable Business Model Canvas, Case studies of innovative sustainable ventures. Circular Economy Principles: Linear vs. circular business models, Design strategies: Cradle-to-cradle, zero waste, product-as-a-service, Reverse logistics and closed-loop systems. Green Product and Service Design: Sustainable product development lifecycle, Use of sustainable materials and eco-design, Case examples from fashion, food, packaging, and electronics industries. Green Marketing and Ethical Branding: Principles of green marketing, Avoiding greenwashing: Authenticity and transparency, Creating purpose-driven brands. Measuring Sustainability: Basics of Life Cycle Assessment (LCA), Key Performance Indicators (KPIs) for sustainability, Environmental and social impact assessments. **(15 Hours)**

Unit III: Strategic Management and Financing for Sustainable Ventures

Strategic Planning for Sustainability: Vision and mission alignment with sustainability, SWOT and PESTEL analysis with sustainability lens, Stakeholder mapping and materiality assessment. Financing Sustainable Startups: Introduction to impact investing and venture philanthropy, Green finance instruments: Green bonds, ESG funds, CSR grants, Crowdfunding platforms and community-based financing. Government and Institutional Support: Overview of government schemes and subsidies (national and international), Role of public policy in encouraging sustainable enterprises, Certification and standards (e.g., B-Corp, ISO 14001, Fair Trade). Managing Risk and Compliance: Types of risks in sustainable business: Regulatory, environmental, financial, Risk mitigation strategies, Legal compliance and environmental regulations. Scaling and Sustaining Sustainable Businesses: Growth strategies for social enterprises and green startups, Partnerships and collaboration for scale, Balancing mission and profitability.

(15 Hours)

Unit IV: Tools, Technologies, and the Future of Sustainable Entrepreneurship

Tools and Frameworks for Impact Assessment: B Impact Assessment tool, ESG (Environmental, Social, Governance) metrics, Social Return on Investment (SROI). Emerging Technologies in Sustainability: Role of AI, IoT, and Blockchain in sustainable solutions, Smart agriculture, green buildings, and renewable energy, Sustainable supply chain management tools. Global and Regional Trends in Sustainable Entrepreneurship: Rise of conscious consumerism, Climate-tech, clean-tech, and social innovation trends, Global accelerators and incubators promoting sustainability. Role of Ecosystem Players: NGOs, academic institutions, media, and communities, Creating ecosystems of change: cross-sector collaboration, Building and sustaining innovation hubs. Capstone Project / Startup Pitch: Ideation and validation of a sustainable business idea, Preparing a business model canvas and sustainability plan, Presenting/pitching to mock investors or panels.

(15 Hours)

Suggested Readings (Latest Editions):

1. Anand, A., Tripathi, A., Sharma, K., Chauhan, A., & Agarwal, R., Sustainability, Entrepreneurship Equity and Digital Strategies, Bloomsbury Publishing India Pvt. Ltd.
2. Swami, R., Ranjan, P., & Rex, S., Sustainable Entrepreneurship Startup in India Case Bank, Nex Gen Publication
3. Sinha, J., & Bhammer, S., India's Green Startups: Entrepreneurs that are Driving Growth, Juggernaut
4. Haque, S., Srividya, N., & Sen, A., Sustainable Excellence: A Contemporary Business Perspective, Excel India Publishers
5. Dey, A.K., Sustainable Entrepreneurship: Innovation and Transformation, Bloomsbury Publishing India Pvt. Ltd.
6. Singh, A., & Reji, E.M., Social Entrepreneurship and Sustainable Development (Towards Sustainable Futures), Routledge

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understand the foundational concepts of sustainability and entrepreneurship and explain their interrelationship	3	2	2	3	3
CO2	Apply tools such as the Sustainable Business Model Canvas and Life Cycle Assessment to design sustainable business strategies	2	3	2	3	3
CO3	Analyze the challenges and opportunities faced by sustainable startups using real-world case studies	3	3	2	3	3
CO4	Create a viable and innovative sustainable business proposal addressing environmental or social issues	3	3	3	3	3
AVG		**2.75**	**2.75**	**2.25**	**3.00**	**3.00**

BBA-CAM 328: Entrepreneurial Finance

L-4, T-0, Credits-4

Course Objectives: This course aims to equip students with the knowledge and skills to make informed financial decisions throughout the entrepreneurial venture life cycle, from idea generation to growth financing, by integrating principles of financial planning, valuation, risk assessment, and capital sourcing.

Course Outcomes: Upon completion of this course, students will be able to:

- **CO1.** Understand and explain the role of finance in entrepreneurship and the financial needs at different stages of the venture life cycle
- **CO2.** Apply financial tools such as cash flow statements, break-even analysis, and ratio analysis to evaluate a venture's performance
- **CO3.** Analyze the cost of various sources of capital, assess risk-return trade-offs, and determine the venture's weighted average cost of capital (WACC)
- **CO4.** Evaluate and compare venture valuation methods and financing options to develop suitable funding strategies for business growth

Course Content

Unit I

Introduction to Entrepreneurial Finance & Venture Life Cycle: Principles of Entrepreneurial Finance, Role and Importance of Finance in Entrepreneurship, The Successful Venture Life Cycle: Stages and Funding Needs, Life Cycle Approach to Teaching Entrepreneurial Finance, Developing Business Ideas & Business Models, Screening Venture Opportunities: Pricing & Profitability Considerations, Financial Feasibility & Harvest Considerations, Financial Planning: Financial Plans and Projections, Short-term Cash Planning Tools. **(15 Hours)**

Unit II

Organizing, Operating, and Funding the Venture: Financing Stages: Seed, Startup, and First-Round Financing, Financial Bootstrapping Techniques, Business Angel & Early Investment Sources, Preparing and Using Financial Statements: Balance Sheet, Income Statement, Cash Flow Statement, Internal Operating Schedules, Break-even Analysis, Evaluating Financial Performance: Ratio Analysis. **(15 Hours)**

Unit III

Financial Planning, Capital Costs, and Risk: Financial Planning Throughout the Venture Life Cycle, Projected Monthly Financial Statements, Types and Costs of Financial Capital: Implicit vs. Explicit Capital Costs, Financial Markets Overview, Determining the Cost of: Debt Capital, Equity Capital, Investment Risk and Return, Weighted Average Cost of Capital (WACC).

(15 Hours)

Unit IV

Venture Valuation & Financing for Growth: Valuing Early-Stage Ventures: Basic Mechanics of Valuation, Projected Financials for DCF Valuation, Accounting vs. Equity Cash Flow, Valuation Methods: Venture Capital Valuation Method, Earnings Multiplier, Discounted Dividends, Professional Venture Capital: Investment Cycle, Fund Structure, Due Diligence, Alternative Financing Options: Venture Leasing, Factoring, Receivables Lending, Mortgage Lending, Role of Government: State & Central Programs, Consultants, Intermediaries, and Foreign Investors.

(15 Hours)

Suggested Readings (Latest Editions):

1. Leach, J. C., Melicher, R. W., Entrepreneurial Finance, Cengage Learning
2. Rogers, S., Entrepreneurial Finance: Finance and Business Strategies for the Serious Entrepreneur, 4th ed., McGraw-Hill Education
3. Cumming, D. J., The Oxford Handbook of Entrepreneurial Finance, Oxford University Press
4. Alhabeeb, M. J., Entrepreneurial Finance: Fundamentals of Financial Planning and Management for Small Business, Wiley
5. Adelman, P. J., Marks, A. M., Entrepreneurial Finance, 6th ed., Pearson Education

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understand and explain the role of finance in entrepreneurship and the financial needs at different stages of the venture life cycle	3	2	1	2	1
CO2	Apply financial tools such as cash flow statements, break-even analysis, and ratio analysis to evaluate a venture's performance	2	3	1	3	1
CO3	Analyze the cost of various sources of capital, assess risk-return trade-offs, and determine the venture's WACC	2	3	1	3	1
CO4	Evaluate and compare venture valuation methods and financing options to develop suitable funding strategies for business growth	2	3	2	3	1
AVG		**2.3**	**2.75**	**1.25**	**2.75**	**1**

SEMESTER - VII

BBA-CAM 401: Project Management

L-4, T-0, Credits-4

Course Objectives: This course aims to equip students with comprehensive knowledge and practical skills in project planning, analysis, financing, implementation, and evaluation to effectively manage projects across various sectors.

Course Outcomes: Upon completion of this course, students will be able to:

CO1. Understand and explain the fundamentals of project management, project life cycle, and idea screening techniques

CO2. Apply tools for technical and market analysis and demonstrate proficiency in network techniques like PERT and CPM

CO3. Analyze various sources of project financing and assess appropriate capital structures for different types of projects

CO4. Evaluate project performance through post-project evaluation techniques and explore emerging trends such as the role of IT in project management

Course Content

Unit I: Introduction to Project Management

Introduction to Projects and Project Management: Definition and characteristics of a project, Importance and objectives of project management, Benefits of effective project management in modern businesses. Tools and Techniques for Project Management: Overview of planning, scheduling, monitoring, and control tools, Use of software and manual methods, Project Organization and Team Structure: Project team composition, Roles and responsibilities of the project manager, Project stakeholder management, Determinants of Project Success: Critical success factors, Role of leadership, communication, and coordination. Project Life Cycle: Phases: Initiation, Planning, Execution, Monitoring & Control, Closure. Classification of projects (industrial, infrastructure, R&D, etc.). Project Idea Generation and Screening: Techniques for idea generation, Monitoring the business environment for opportunities, Preliminary screening criteria and process.

(16 Hours)

Unit II

Technical Analysis: Factors considered in technical analysis, factors affecting selection of locations, Need for considering alternatives, technology selection, sources of technology, appropriate technology. Market analysis: Conduct of market survey, characterization of market, market planning, Network Techniques: Network analysis, Programme evaluation and review technique (PERT), Critical path method (CPM), identifying critical path, probability, of completing the project within given time. **(16 Hours)**

Unit III

Financing of Projects: Capital structure, sources of long-term finance, characteristics of debt, types of debt, debt financing, equity financing, preferential shares, equity shares, retained earnings, short-term sources for working capital, newer sources of finance, venture capital.

(14Hours)

Unit IV

Project Evaluation and Control: Project monitoring and controlling, project evaluation, post project evaluation (Post Audit), abandonment analysis, social cost-benefit analysis, Emerging concepts and Issues in project management: role of information technology in project management.

(14 Hours)

Suggested Readings (Latest Editions):

1. Chandra, P., Projects: Planning, Analysis, Financing, Implementation and Review, McGraw Hill Education
2. Panneerselvam, R., Senthilkumar, R., Project Management, PHI Learning Pvt. Ltd.
3. Gray, C. F., Project Management, McGraw Hill Education
4. Pinto, J. K., Project Management: Achieving Competitive Advantage, Pearson Education
5. Desai, V., Project Management, Himalaya Publishing House
6. Gido, J., Clements, J. P., Project Management, Cengage Learning Pvt. Ltd.

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understand and explain the fundamentals of project management, project life cycle, and idea screening techniques	3	2	1	2	1
CO2	Apply tools for technical and market analysis and demonstrate proficiency in network techniques like PERT and CPM	2	3	1	3	1
CO3	Analyze various sources of project financing and assess appropriate capital structures for different types of projects	2	3	1	2	1
CO4	Evaluate project performance through post-project evaluation techniques and explore emerging trends such as the role of IT in project management	2	3	1	3	2
AVG		**2.5**	**2.75**	**1**	**2.5**	**1.25**

BBA-CAM 403: Cloud Computing

L-4, T-0, Credits-4

Course Objective: This course aims to provide students with comprehensive knowledge of cloud computing concepts, architecture, and services, and to develop the ability to understand, evaluate, and apply cloud-based solutions in business and technology environments.

Course Outcomes: Upon completion of this course, students will be able to:

CO1. Explain core concepts and models of cloud computing
CO2. Apply virtualization and cloud infrastructure tools
CO3. Analyze cloud types, architecture, and deployment models
CO4. Evaluate cloud solutions for performance and suitability

Course Contents

Unit I:

Cloud Computing Overview –Services of Internet, Origins of Cloud computing – Cloud components – Essential characteristics – On-demand self-service, The vision of cloud computing – Characteristics, benefits, and Challenges ahead.

(15 Hours)

Unit II:

Cloud Computing Architecture-Introduction – Internet as a Platform, The cloud reference model - Types of clouds - Economics of the cloud, Computing platforms and technologies, Cloud computing economics, Cloud infrastructure - Economics of private clouds - Software productivity in the cloud - Economies of scale: public vs. private clouds. **(15 Hours)**

Unit III:

Principles of Parallel and Distributed Computing: Parallel vs. distributed computing - Elements of parallel computing - Hardware architectures for parallel processing, Approaches to parallel programming - Laws of caution. **(15 Hours)**

Unit IV:

Virtualization: Introduction - Characteristics of virtualized environments - Taxonomy of virtualization techniques - Virtualization and cloud computing - Pros and cons of virtualization - Technology example: VMware: full virtualization, Types of hardware virtualization: Full virtualization - partial virtualization - para virtualization

(15 Hours)

Suggested Readings (Latest Editions):

1. Buyya, R., Vecchiola, C. & Selvi, S. T. Mastering Cloud Computing: Foundations and Applications Programming, McGraw Hill Education
2. Misra, R. & Patel, Y. S. Cloud and Distributed Computing: Algorithms and Systems, Wiley India
3. Rastogi, S. Cloud Computing Simplified, BPB Publications

4. Sharma, R. Cloud Computing: Fundamentals, Industry Approach and Trends, Wiley India Lavanya S., Venkatachalam K., Saravanakumar N. M., Balamurugan S. Building Cloud and Virtualization Infrastructure, BPB Publications
5. Pattnaik, P. K., Kabat, M. R. & Pal, S. Fundamentals of Cloud Computing, Vikas Publishing
6. Singh, S. Cloud Computing, Oxford University Press India
7. Elayidom, M. S., Divakar M., Mohan L., Pandey T. K. & Agrawal S. Cloud Computing & Big Data: From the Basics to Practical Use Cases, Cengage India

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		**PO1**	**PO2**	**PO3**	**PO4**	**PO5**
CO1	Explain core concepts and models of cloud computing	3	2	1	2	1
CO2	Apply virtualization and cloud infrastructure tools	3	2	1	3	1
CO3	Analyze cloud types, architecture, and deployment models	3	3	2	3	2
CO4	Evaluate cloud solutions for performance and suitability	2	3	2	3	2
AVG		**2.75**	**2.5**	**1.5**	**2.75**	**1.5**

BBA-CAM 405: Operations Research

L-4, T-0, Credits-4

Course Objectives: This course aims to equip students with analytical and quantitative decision-making skills using various operations research techniques to solve complex business and management problems

Course Outcomes: Upon completion of this course, students will be able to:

CO1. Describe basic OR models such as linear programming, transportation, and assignment problems
CO2. Apply OR methods like simplex, goal programming, and dynamic programming in business contexts
CO3. Analyze business decisions using tools such as decision trees, game theory, and network models
CO4. Evaluate operations systems using queuing theory and sensitivity analysis for improvement

Course Contents

Unit I:

Linear Programming – Meaning, Assumptions of Linear Programming, Formulation of Linear Programming Model, Solution of Linear Programming Problem with the help of Graphical and Simplex Method, Concept of Duality, Shadow Prices, Sensitivity Analysis, Role LP in Economic Decision Making. Transportation Problems - Initial Basic Feasible Solution, Test for Optimality. Assignment Problems, Travelling Salesman Model. **(15 Hours)**

Unit II:

Integer and Goal Programming: Problems and Formulation, Cutting Plane Method, Branch and Bound Method, Applications, Single and Multiple Goal Programming Problems, Markov Chains, Dynamic Programming Problems, & Nonlinear Programming (Quadratic & Geometric Programming) **(15 Hours)**

Unit III:

Decision Theory - Decision under Certainty, Uncertainty and Risk, Decision Tree Analysis. Game Theory - Pure and Mixed Strategies, Principle of Dominance, Solution of Game Theory Problems with the help of Graphical, Algebraic and Simplex Methods. **(15 Hours)**

Unit IV:

Network Analysis – Meaning of Networking, Network Analysis with help of PERT and CPM Models, Resource Planning and Meaning of Crashing, Queueing Theory and Concepts: Transition Probabilities, Steady-State Probabilities and Applications. **(15 Hours)**

Suggested Readings (Latest Editions):

1. Hiller F.S., Nag B., Basu P, Lieberman G.J. Introduction to Operation Research. McGraw Hill.
2. Kapoor V.K. Operations Research: Techniques for Management. Sultan Chand & Sons, New Delhi.

3. Render B., Stair R.M., Hanna M.E. and Badri T. N. Quantitative Analysis for Management. Pearson Education.
4. Sharma, J.K. Operations Research: Theory and Applications. Macmillan, India.
5. Vohra, N. D. Quantitative Techniques in Management. Tata Mc Graw hill.

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		**PO1**	**PO2**	**PO3**	**PO4**	**PO5**
CO1	Describe basic OR models such as linear programming, transportation, and assignment problems.	3	2	1	2	1
CO2	Apply OR methods like simplex, goal programming, and dynamic programming in business contexts	3	3	2	3	1
CO3	Analyze business decisions using tools such as decision trees, game theory, and network models	2	3	2	3	2
CO4	Evaluate operations systems using queuing theory and sensitivity analysis for improvement	2	3	2	3	2
AVG		**2.5**	**2.75**	**1.75**	**2.75**	**1.5**

BBA-CAM 407: Fundamentals of Data Science

L-4, T-0, Credits-4

Course Objectives: This course aims to introduce students to the fundamentals of data science, equipping them with the knowledge and practical skills required to analyze data, derive insights, and support business decision-making using Python and statistical tools

Course Outcomes: Upon completion of this course, students will be able to:

CO1. Understand key concepts and applications of data science
CO2. Apply basic statistical methods for data analysis
CO3. Use Python libraries for data manipulation
CO4. Solve real-world problems using data science techniques

Course Contents

Unit I:

Foundations of Data Science: Introduction to Data Science: Concepts, workflow, stages; Roles and responsibilities in a data science team; Applications in business, marketing, finance, and healthcare; Ethical issues and data privacy; Data collection methods and types of data (structured/unstructured); Introduction to data cleaning and preprocessing. **(15 Hours)**

Unit II:

Statistics for Data Analysis: Descriptive statistics: Mean, median, mode, standard deviation, skewness, kurtosis; Data visualization: Histograms, boxplots, scatterplots; Introduction to probability distributions; Correlation, covariance, and simple linear regression; Pivot tables and exploratory analysis in Excel or Python. **(15 Hours)**

Unit III:

Data Handling Using Python (NumPy & Pandas): Python basics for data science; NumPy: Arrays, indexing, slicing, and basic operations; Pandas: Series and Data Frames creation, reading/writing files; Data wrangling: filtering, sorting, merging, and grouping; Descriptive statistics and visualization using Pandas.

(15 Hours)

Unit IV:

Applied Data Science & Case Studies: Case-based problem solving using real-world datasets; Mini-projects: demand forecasting, sales trend analysis, customer segmentation; Introduction to data storytelling and dashboard creation; Report writing and data-driven presentations

(15 Hours)

Suggested Readings (Latest Editions):

1. Thareja, R., Python Programming: Using Problem Solving Approach, Oxford University Press
2. Vohra, N.D., Data Science and Analytics, McGraw Hill Education
3. Jose, J., Introduction to Data Science, Khanna Book Publishing Co.

4. Hodeghatta, U.R., Business Analytics Using R – A Practical Approach, Springer India
5. Rajaraman, A., Ullman, J., Mining of Massive Datasets, Cambridge University Press
6. Kumar, V., Introduction to Data Science, Wiley India
7. Han, J., Kamber, M., Data Mining: Concepts and Techniques, Morgan Kaufmann Publishers.
8. Bhardwaj, P., Fundamentals of Data Science and Analytics, McGraw Hill Education
9. Das, P., Data Science and Big Data Analytics, Wiley India

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		**PO1**	**PO2**	**PO3**	**PO4**	**PO5**
CO1	Understand key concepts and applications of data science	3	2	2	3	2
CO2	Apply basic statistical methods for data analysis	2	3	3	3	3
CO3	Use Python libraries for data manipulation	3	3	2	2	2
CO4	Solve real-world problems using data science techniques	2	2	3	3	3
AVG		**2.5**	**2.5**	**2.5**	**2.75**	**2.5**

BBA-CAM 409: Digitalization and E-Governance

L-4, T-0, Credits-4

Course Objectives: This course aims to introduce key concepts, technologies, and frameworks of digitalization and e-governance.

Course Outcomes: Upon completion of this course, students will be able to:

CO1. Understand basic concepts and models of digitalization and e-governance
CO2. Identify technologies supporting e-governance
CO3. Review major e-governance initiatives in India
CO4. Recognize legal and ethical aspects of e-governance

Course Contents

Unit I

Introduction to Digitalization and E-Governance: Definition & Scope of Digitalization, Evolution and Need for Digitalization in Governance, Meaning, Scope, and Importance of E-Governance, E-Governance vs Traditional Governance, Types of E-Governance: G2G, G2C, G2B, G2E, Models of E-Governance (The Four-Stage Model, Gartner's Four Phases), Challenges in E-Governance Implementation **(15 Hours)**

Unit II

Technology and Infrastructure in E-Governance: Digital Infrastructure: Cloud Computing, ICT, IoT, AI in Governance, Role of Internet and Mobile Technologies, Cybersecurity and Data Protection in E-Governance, National Digital Communications Policy (NDCP), Digital Identity: Aadhaar, Digital Signatures, Digital Payment Systems and UPI, Public Key Infrastructure (PKI).
(15 Hours)

Unit III

E-Governance Initiatives in India: National E-Governance Plan (NeGP), Digital India Programme: Vision, Pillars & Impact, Key Projects: UMANG, MyGov, BHIM, e-Kranti, DigiLocker, e-District, E-Governance in Sectors: Health (e-Hospital), Education (SWAYAM), Agriculture (eNAM), Rural (eGramSwaraj), Case Studies of Successful E-Governance Initiatives at State and Central Levels.
(15 Hours)

Unit IV:

Legal, Ethical and Administrative Framework of E-Governance: IT Act 2000 & Amendments: Provisions Related to E-Governance, Right to Information (RTI) and Transparency in Digital Governance, Digital Ethics and Digital Inclusion, Capacity Building and Change Management in Government Sector, Public-Private Partnerships in E-Governance, Future Trends: Blockchain, AI, and Smart Governance. **(15 Hours)**

Suggested Readings (Latest Editions):

1. Sharma, P., E-Governance: The New Age Governance, APH Publishing
2. Prabhu, C.S.R., E-Governance: Concepts and Case Studies, PHI Learning
3. Mittal, P., Digital India: Governance & Development, Kunal Books
4. Kumar, A., Singh, C., Digital Governance in India, New Century Publications

5. Sinha, R.P., E-Governance in India: Initiatives and Issues, Concept Publishing Company
6. Suri, P.K., Sushil, ICTs and Development: A Study of E-Governance in India, Springer India

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		**PO1**	**PO2**	**PO3**	**PO4**	**PO5**
CO1	Understand basic concepts and models of digitalization and e-governance	3	2	2	2	2
CO2	Identify technologies supporting e-governance	3	3	2	3	2
CO3	Review major e-governance initiatives in India	3	3	2	3	2
CO4	Recognize legal and ethical aspects of e-governance	3	2	3	3	3
AVG		**3.0**	**2.5**	**2.25**	**2.75**	**2.25**

SEMESTER - VIII

BBA-CAM 402: Research Ethics and Writing

L-4, T-0, Credits-4

Course Objectives: This course aims to develop students' understanding of research ethics, plagiarism prevention, and academic writing skills required for ethical and effective scholarly communication

Course Outcomes: Upon completion of this course, students will be able to:

CO1. Understand the nature, types, and ethical aspects of research, including national regulatory guidelines.
CO2. Identify various forms of plagiarism and apply tools and practices to ensure research integrity
CO3. Develop structured academic and business writing skills for diverse professional contexts
CO4. Apply proper citation styles and ethical publication practices in academic writing

Course Content

Unit I

Introduction to Research and Ethics: Nature and Purpose of Research, Types of Research: Basic, Applied, Qualitative, Quantitative, Research Process and Problem Identification, Importance of Ethics in Research, Scientific Misconduct: Fabrication, Falsification, Plagiarism, Ethical Guidelines by UGC, ICMR, and Other Regulatory Bodies. **(15 Hours)**

Unit II

Research Integrity and Plagiarism: Concept of Research Integrity and Academic Honesty, Forms of Plagiarism: Self-Plagiarism, Mosaic Plagiarism, Unintentional Plagiarism, Tools for Plagiarism Detection (Turnitin, Urkund, Grammarly), Copyrights and Intellectual Property Rights, Ethics in Data Collection and Participant Consent, Case Studies of Ethical Breaches in Research.

(15 Hours)

Unit III

Academic and Business Writing Skills: Academic Writing: Structure, Tone, Style, Research Proposals, Reports, Thesis & Dissertation Writing, Business Writing: Emails, Memos, Reports, Minutes, Notices, Writing Abstracts, Executive Summaries, Literature Reviews, Formatting and Proofreading Techniques, Common Grammatical and Structural Errors. **(15 Hours)**

Unit IV

Citation, Referencing and Publication Ethics: Importance of Referencing and Citation, Citation Styles: APA, MLA, Chicago (with examples), Referencing Software Tools: Zotero, Mendeley, EndNote, Ethical Publication Practices: Peer Review, Authorship, Conflict of Interest, Predatory Journals and Fake Conferences, Indexing and Impact Factors (Scopus, Web of Science, UGC CARE)

(15 Hours)

Suggested Readings (Latest Editions):

1. K.P. Karunakaran, Research Methodology and Research Ethics, Himalaya Publishing House

2. C.R. Kothari and Gaurav Garg, Research Methodology: Methods and Techniques, New Age International
3. Ranjit Kumar, Research Methodology: A Step-by-Step Guide for Beginners, Sage Publications India
4. S.M. Shah and Hansa Shah, Scientific Writing and Ethics, University Granth Nirman Board, Gujarat
5. Uma Sekaran and Roger Bougie, Research Methods for Business: A Skill-Building Approach, Wiley India
6. Arun K. Jain, Business Communication: Developing Leaders for a Networked World, McGraw Hill Education India

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understand the nature, types, and ethical aspects of research, including national regulatory guidelines	3	2	1	2	3
CO2	Identify various forms of plagiarism and apply tools and practices to ensure research integrity	3	3	2	3	3
CO3	Develop structured academic and business writing skills for diverse professional contexts	2	3	3	3	2
CO4	Apply proper citation styles and ethical publication practices in academic writing	3	2	3	3	3
AVG		**2.75**	**2.5**	**2.25**	**2.75**	**2.75**

BBA-CAM 404: Data Visualization and Analytics

L-4, T-0, Credits-4

Course Objectives: This course aims at introducing students to the principles and tools of data analysis using Python, focusing on data wrangling, visualization, and time series analysis through libraries like NumPy, pandas, matplotlib, and scikit-learn.

Course Outcomes: Upon completion of this course, students will be able to:

CO1. Understand the fundamental concepts of data science, exploratory data analysis, and the Python data analysis ecosystem.

CO2. Apply core Python libraries (NumPy, pandas, matplotlib) to manipulate, clean, and transform datasets effectively.

CO3. Analyze and visualize structured data using Python's visualization tools including matplotlib, pandas, and seaborn.

CO4. Evaluate time series data and perform advanced group operations, aggregation, and resampling using pandas.

Course Contents

Unit I:

Introduction: Introduction to Data Science, Exploratory Data Analysis and Data Science Process. Motivation for using Python for Data Analysis, Introduction of Python shell iPython and Jupyter **Notebook. Essential Python Libraries:** NumPy, pandas, matplotlib, SciPy, scikit-learn, statsmodels.

(15 Hours)

Unit II:

Getting Started with Pandas: Arrays and vectorized computation, Introduction to pandas Data Structures, Essential Functionality, Summarizing and Computing Descriptive Statistics. Data Loading, Storage and File Formats. Reading and Writing Data in Text Format, Web Scraping, Binary Data Formats, Interacting with Web APIs, Interacting with Databases Data Cleaning and Preparation. Handling Missing Data, Data Transformation, String Manipulation.

(15 Hours)

Unit III:

Data Wrangling: Hierarchical Indexing, Combining and Merging Data Sets Reshaping and Pivoting. **Data Visualization matplotlib:** Basics of matplotlib, plotting with pandas and seaborn, other python visualization tools **(15 Hours)**

Unit IV:

Data Aggregation and Group operations: Group by Mechanics, Data aggregation, General split-apply-combine, Pivot tables and cross tabulation. **Time Series Data Analysis:** Date and Time Data Types and Tools, Time series Basics, date Ranges, Frequencies and Shifting, Time Zone Handling, Periods and Periods Arithmetic, Resampling and Frequency conversion, Moving Window Functions.

(15 Hours)

Suggested Readings (Latest Editions):

1. McKinney, W., Python for Data Analysis: Data Wrangling with Pandas, NumPy, and IPython, O'Reilly Media
2. O'Neil, C., & Schutt, R., Doing Data Science: Straight Talk from the Frontline, O'Reilly Media
3. Muralikrishnan, R., Data Analytics with Python, Cengage Learning India
4. Ravichandran, T., Python for Data Science, McGraw Hill Education
5. Chopra, A., & Ghosh, B., Data Science with Python, BPB Publications
6. Prasad, S., Data Science Fundamentals and Practical Approaches, Wiley India.

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		**PO1**	**PO2**	**PO3**	**PO4**	**PO5**
CO1	Understand the fundamental concepts of data science, exploratory data analysis, and the Python data analysis ecosystem.	3	2	1	2	1
CO2	Apply core Python libraries (NumPy, pandas, matplotlib) to manipulate, clean, and transform datasets effectively.	3	2	2	3	1
CO3	Analyze and visualize structured data using Python's visualization tools including matplotlib, pandas, and seaborn.	3	3	2	3	1
CO4	Evaluate time series data and perform advanced group operations, aggregation, and resampling using pandas	3	3	2	3	1
AVG		**3.0**	**2.5**	**1.75**	**2.75**	**1.0**

BBA-CAM 406: Innovations in Technology and Management

L-4, T-0, Credits-4

Course Objectives: This course aims at introducing students to innovation in technology and management, focusing on emerging trends, tools, and organizational challenges.

Course Outcomes: Upon completion of this course, students will be able to:

- **CO1.** Understand the concepts and frameworks of innovation in technology and management within the Indian and global context.
- **CO2.** Analyze the impact of emerging technologies on business operations and management strategies.
- **CO3.** Apply innovative tools and techniques such as Design Thinking and Business Model Canvas to solve real-world business problems.
- **CO4.** Evaluate the challenges and policy frameworks involved in fostering and managing innovation in organizations.

Course Contents

Unit I: Foundations of Innovation in Technology and Management

Introduction to innovation: Definition and types (Product, Process, Organizational, Marketing, Business model), Importance of innovation in competitive advantage and growth. Theories of innovation: Schumpeter's Theory, Disruptive Innovation, Innovation Diffusion Theory. Innovation ecosystems and National Innovation Systems (NIS). Global and Indian Innovation Index. Role of government, academia, and industry in innovation. Indian innovation landscape and policies: Startup India, Digital India, Atal Innovation Mission. Case studies: Amul, Jaipur Foot, SELCO

(15 Hours)

Unit II: Emerging Technologies and Their Impact on Business

Overview of emerging technologies: AI, ML, IoT, Blockchain, Robotics.Application of technologies in sectors: healthcare, agriculture, finance, manufacturing. Industry 4.0 and smart cities.Big Data analytics and cloud computing.Cybersecurity and digital trust. Sustainable and green technologies. Circular economy and ESG integration. Case studies: Reliance Jio, Zomato

(15 Hours)

Unit III: Innovation in Business Models and Management Practices

Business Model Innovation and Business Model Canvas, Types of business models: Platform, Subscription, Freemium. Design Thinking methodology, Lean Startup and Agile innovation practices.Innovation in functional areas: Marketing (digital marketing, influencer strategy), HR (gig economy, AI in recruitment), Finance (Fintech, crowdfunding), Supply Chain (smart logistics, AI forecasting). Startup and incubation ecosystem in India. Government schemes for entrepreneurship. Case studies: BYJU'S, Zerodha, Paytm **(15 Hours)**

Unit IV: Managing Innovation in Organizations

Innovation culture and leadership, Intrapreneurship and change management, Innovation metrics and performance measurement (KPIs, ROI). Balanced scorecard for innovation, Open vs. Closed innovation. Crowdsourcing, co-creation, collaboration with universities. Intellectual Property Rights (IPR) and legal aspects. Ethical and regulatory challenges in technology innovation. Case studies: Tata Nano, Infosys **(15 Hours)**

Suggested Readings (Latest Editions):

1. Tiwari, R., Innovation Management: Strategies, Concepts and Tools for Growth and Profit, Oxford University Press
2. Gupta, A.K., Grassroots Innovation: Minds on the Margin are not Marginal Minds, Penguin Random House India
3. Bhowmik, R., Innovation and Technology Management, Cengage Learning India
4. Mitra, S., Managing Innovation: Concepts and Applications, Sage Publications India

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		**PO1**	**PO2**	**PO3**	**PO4**	**PO5**
CO1	Understand the concepts and frameworks of innovation in technology and management within the Indian and global context.	3	3	2	2	1
CO2	Analyze the impact of emerging technologies on business operations and management strategies.	3	3	2	3	1
CO3	Apply innovative tools and techniques such as Design Thinking and Business Model Canvas to solve real-world business problems.	2	3	2	3	1
CO4	Evaluate the challenges and policy frameworks involved in fostering and managing innovation in organizations.	2	3	2	2	2
AVG		**2.5**	**3.0**	**2.0**	**2.5**	**1.25**

BBA-CAM 408: Cyber Security & Ethical Hacking Practices

L-4, T-0, Credits-4

Course Objective: This course aims to provide students with foundational knowledge and practical insights into cyber security principles, cybercrime techniques, ethical hacking tools, and digital forensics.

Course Outcomes: Upon completion of this course, students will be able to:

CO1. Understand key concepts of cyber security, types of cybercrimes, and common threat
CO2. Identify and describe cyber-attack techniques and ethical hacking tools
CO3. Apply basic cryptographic techniques and web security practices
CO4. Analyze cyber forensics processes and interpret digital evidence

Course Contents

Unit I:

Introduction to Cyber Security: Basic Cyber Security Concepts, Layers of Cyber Security, Cybercrimes, Cybercriminals, Cyberspace, Cyber threats, Cyberwarfare, Classification of Cybercrimes, Categories of Cyber Crime, Types of criminal attack, cyberstalking, botnet, cybercrime and cloud computing. **(15 Hours)**

Unit II:

Cybercrime attacks on Mobile/Cell Phones, Introduction to Cybercrime Tools and Methods: phishing and its working, password cracking and its types, Keyloggers and its types, viruses, Trojan horse and backdoor, steganography, DoS & DDoS attack, **(15 Hours)**

Unit III:

Cryptography: Introduction to Cryptography, Symmetric-key Cryptography, Asymmetric-key Cryptography, User Authentication, Password Authentication, Message Authentication, Digital Signature. Securing Web Application, Services: Introduction, Basic security for HTTP Applications, Email Security, Backup issues, Identity Management and Web Services, Authorization Patterns, Firewall **(15 Hours)**

Unit IV:

Introduction to Cyber Forensics: Need of Cyber Forensics, Digital Evidence and its rules, RFC2822, Life cycle of Digital Forensics, process of Digital Forensics, Phases of Computer Forensics/Digital Forensics, Computer Forensics Investigation, Computer Forensics and Steganography, OSI 7-layer model to Computer Forensics. **(15 Hours)**

Suggested Readings (Latest Editions):

1. Madan, S. and Gupta, R., Security in Cyber Space and Its Legal Perspective, AGPH Books.
2. Godbole, N. and Belpure, S., Cyber Security: Understanding Cyber Crimes, Computer Forensics and Legal Perspectives, Wiley.

3. Beaver, K., Hacking for Dummies, Wiley Publishing.
4. Stallings, W. and Brown, L., Computer Security: Principles and Practice, Pearson.
5. Graham, J., Howar, R. and Otson, R., Cyber Security Essentials, CRC Press.
6. Pande, J., Introduction to Cyber Security, Khanna Book Publishing Co.
7. Pachghare, V. K., Cryptography and Information Security, PHI Learning.
8. Chauhan, D., Fundamentals of Cyber Security, Dreamtech Press.
9. Bakshi, A. K. and Dutta, U., Cyber Security, McGraw Hill Education.

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		**PO1**	**PO2**	**PO3**	**PO4**	**PO5**
CO1	Understand key concepts of cyber security, types of cybercrimes, and common threat	3	2	1	2	1
CO2	Identify and describe cyber-attack techniques and ethical hacking tools	3	2	1	2	1
CO3	Apply basic cryptographic techniques and web security practices	2	2	1	3	1
CO4	Analyze cyber forensics processes and interpret digital evidence	2	3	1	3	2
AVG		**2.5**	**2.25**	**1.0**	**2.5**	**1.25**

BBA-CAM 410: AI and ML in Business

L-4, T-0, Credits-4

Course Objectives: This course aims to introduce students to the fundamentals of AI and ML and enable them to apply these technologies across business functions like marketing, finance, and human resources for data-driven decision-making

Course Outcomes: Upon completion of this course, students will be able to:

- **CO1.** Understand the basic concepts, evolution, and tools of Artificial Intelligence and Machine Learning in business contexts
- **CO2.** Analyze how AI is used in marketing to enhance customer engagement and optimize advertising strategies
- **CO3.** Evaluate AI applications in finance, including risk assessment, fraud detection, and automated advisory services
- **CO4.** Apply AI-driven solutions in Human Resource Management for talent acquisition, performance evaluation, and workforce analytics

Course Contents

Unit I

Fundamentals of AI and ML: Introduction to Artificial Intelligence and Machine Learning, Key Concepts: Algorithms, Supervised vs Unsupervised Learning, Neural Networks, AI vs Human Intelligence, History and Evolution of AI in Business, Overview of AI Tools and Platforms (ChatGPT, TensorFlow, IBM Watson, etc.), Scope and Limitations of AI/ML in Business Contexts. **(15 Hours)**

Unit II

Applications of AI in Marketing: Predictive Analysis, Customer Segmentation, Recommendation Systems, Chatbots and Conversational AI, Ad Targeting and Programmatic Advertising, Sentiment analysis and Social Listening, Content creation and personalization. **(15 Hours)**

Unit III

Applications of AI in Finance: Fraud detection and prevention. Algorithmic and high frequency trading, credit scoring and risk assessment, robo advisory and wealth management, Customer service and virtual assistants, Financial forecasting and budgeting, Compliance and regulatory technology, Personal finance management. **(15 Hours)**

Unit IV

Applications of AI in Human Resource Management: Resume screening and shortlisting, candidate assessment and interviewing, Employee sentiment analysis, chatbots for HR services, Performance management, Learning and development personalization, Attrition prediction, Diversity and inclusion analytics. **(15 Hours)**

Suggested Readings (Latest Editions):

1. Dinesh Kumar U., Business Analytics: The Science of Data-Driven Decision Making, Wiley India

2. B.K. Tripathy and J. Anuradha, Artificial Intelligence and Machine Learning, Cengage India
3. Amit Johri, Artificial Intelligence and Machine Learning in Business, University Science Press (Laxmi Publications)
4. G. Gupta and P. Choudhary, AI for Managers, BPB Publications
5. Dr. M. Balasubramanian, Introduction to AI and ML for Business Applications, Thakur Publications
6. T. Vijayakumar, Machine Learning with Business Applications, Dreamtech Press

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understand the basic concepts, evolution, and tools of Artificial Intelligence and Machine Learning in business contexts	3	2	2	3	2
CO2	Analyze how AI is used in marketing to enhance customer engagement and optimize advertising strategies	3	3	2	3	2
CO3	Evaluate AI applications in finance, including risk assessment, fraud detection, and automated advisory services	3	3	2	3	2
CO4	Apply AI-driven solutions in Human Resource Management for talent acquisition, performance evaluation, and workforce analytics	3	3	3	3	2
AVG		**3.0**	**2.75**	**2.25**	**3.0**	**2.0**

BBA-CAM 412: Research Project/Dissertation

Credits-12

The Assessment of Research Project/Dissertation shall be as follows.

Internal Assessment	-	100 Marks
External Assessment (Viva Voce)	-	100 Marks

Guidelines for Internal Assessment (50 marks for publication + 50 marks for quality of research)

1. Every student must submit a hard-bound report (Dark green with golden embossing) to showcase the work done and learning during the research work, and must appear for the End Term Viva.
2. The formatting and structural guidelines for the report should be designed and implemented by each institution, in alignment with university standards.
3. All records of phase-wise evaluations must be maintained by the respective institutions and should be readily available for inspection by the university whenever required.
4. Each student is required to undertake a research coursework on a relevant and contemporary topic within the domain of business and management.
5. The research must be based on at least 70% primary data (or datasets downloaded from credible sources like government websites, Kaggle, etc.) and up to 30% secondary data (including existing research papers, whitepapers, websites, etc.).
6. Students must submit the final research report with an appended plagiarism report showing no more than 10% similarity index.
7. At least one research paper should be published in conference proceedings of eminent institutions or journals of repute. Accepted papers in UGC-CARE/Scopus indexed journals or conferences of prestigious institutions may also be considered.
8. The institute must appoint an internal faculty guide for each student to monitor the progress of the research work and to award internal assessment marks accordingly.

Note:

i. The university will conduct external viva of 100 marks at the end of the semester

Refer to Research Project / Dissertation Manual attached as Annexure-1

Annexure-1

Research Project / Dissertation Manual for BBA-CAM Students

1. Introduction

The Research Project / Dissertation is a mandatory component of the Bachelor of Business Administration (BBA)-CAM program for students pursuing BBA-CAM (Fourth year) with Research. It is designed to encourage independent inquiry and the application of business theories to real-life situations through rigorous research under faculty supervision.

2. Objectives

- Apply classroom knowledge to practical business challenges.
- Develop analytical, critical thinking, and problem-solving skills.
- Cultivate academic writing and professional communication skills.
- Gain hands-on experience in business research and data interpretation.

3. Eligibility

Fourth Year BBA-CAM with Research students are required to undertake and successfully complete a research project/dissertation.

4. Selection of Topic

- The research topic must be aligned with business and management domains such as marketing, finance, human resources, operations, strategy, entrepreneurship, or international business.
- It can be based on primary data collection, case study analysis, or secondary data.
- The topic must be approved by the Faculty Guide and the Departmental Research Committee (DRC) of every affiliated college/ University.

5. Types of Institutions/Organizations for Research

Students may undertake research in collaboration with or based on data from the following types of institutions:

- Private Sector Companies – Startups, SMEs, MNCs
- Public Sector Enterprises – Banks, government corporations, utilities
- NGOs/Non-Profit Organizations – Working in education, health, development, etc.
- Educational Institutions – Schools, training centers, edtech firms
- Financial Institutions – Banks, NBFCs, insurance companies, fintechs
- Retail Chains & E-commerce – For customer behavior or supply chain research
- Healthcare Organizations – Hospitals, wellness centers (for HR, ops, or service quality studies)
- Tourism and Hospitality Sector – Hotels, travel agencies, tourism boards

- Consulting Firms or Research Agencies – For market research and strategy-related topics
- Government Departments – If permitted, for policy-related or development research

Note: Prior written permission from the organization (if required) and ethical clearance (if human subjects are involved) must be obtained.

6. Faculty Guide Allocation

Each student will be assigned a Faculty Guide for academic supervision. A faculty member may guide a limited number of students, as per departmental norms.

7. Research Proposal

Students must submit a detailed research proposal including:

- Title
- Background & Rationale
- Statement of the Problem
- Objectives
- Hypotheses (if applicable)
- Research Methodology
- Data Sources
- Tools of Analysis
- Expected Outcomes
- Timeline
- References

Note: Approval from the Faculty Guide and DRC is mandatory.

8. Project Report Structure

- Title Page
- Certificate (Institution + Faculty Guide)
- Acknowledgment
- Table of Contents
- Executive Summary
- Chapter 1: Introduction
- Chapter 2: Literature Review
- Chapter 3: Research Methodology
- Chapter 4: Data Analysis and Interpretation
- Chapter 5: Findings, Conclusions & Recommendations
- References
- Appendices
- Plagiarism Report

9. Formatting Guidelines

- Font: Times New Roman, Size 12
- Spacing: 1.5 line spacing
- Margins: 1 inch all sides
- Length: 40–60 pages (excluding annexures)
- Binding: Hard-bound (Dark green with golden embossing)
- Plagiarism: Should not exceed 10%

10. Submission & Evaluation

Evaluation (breakdown of 100 marks):

- Research Proposal: 5 marks
- Methodology & Data Collection: 8 marks
- Analysis & Interpretation: 12 marks
- Conclusions & Practical Implications: 5 marks
- Viva Voce: 10 marks
- Report Writing & Presentation: 10 marks
- Paper Publication/Acceptance: 50 marks

11. Viva Voce

Students must present their research before an evaluation panel. The presentation should summarize the study and highlight major findings and recommendations.

12. Ethical Considerations

- Maintain data confidentiality and participant anonymity.
- Acknowledge all sources and avoid plagiarism.
- Adhere to institutional ethical guidelines.