

DR. P. A. INAMDAR UNIVERSITY, PUNE

Faculty of Commerce, Management and Computer Studies

BACHELOR OF BUSINESS ADMINISTRATION

B.B.A.

Programme Structure

Semesters I to VI

Framed as per the National Education Policy 2020

Academic Year 2023–24

Specialisations offered

Marketing Management · Financial Management · Human Resource Management · International Business Management

Contents

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Programme Framework

Preamble

The programme structure of the BBA is designed to create a detailed understanding and awareness of various business systems, and to cultivate the business expertise that employers and enterprises expect of a graduate manager.

The programme has been framed with the specific objective of developing skills, aptitude and awareness among students in tune with the prevailing business systems that govern different types of business organisation.

It aims to foster an entrepreneurial attitude, the ability to think independently and to take rational decisions at various levels of management, and to develop professional, managerial and leadership qualities among the youth.

Introduction to the Programme

The Bachelor of Business Administration is a four-year bachelor's degree programme that develops a precise theoretical and practical understanding of the field of business and management. Its structure is designed to inculcate the leadership qualities of dynamic business managers and to make students capable of taking effective decisions. It further develops the business skills that are useful for start-ups and for building an enterprise of one's own.

Programme Objectives

- To impart knowledge of the fundamentals of management and its application in problem solving.
- To enhance the knowledge of students in Marketing, Finance, Human Resources, International Business and Operations.
- To develop a sound knowledge of the entrepreneurial process and to inculcate creativity and innovation among students.
- To enhance the ability of students in effective decision making, creativity and innovative thinking.
- To prepare students for start-ups and entrepreneurship.
- To develop research-related skills among students.

Regulations

Duration

The undergraduate degree is of either three years or four years duration, with multiple entry and multiple exit (MEME) options within this period. The Bachelor's Degree is awarded on completion of six semesters and the Bachelor's Degree with Honours or Honours with Research on completion of eight.

Eligibility

Higher Secondary	A candidate shall have passed the XII Std. (10+2) examination with 40% marks at the qualifying examination in any stream of the Maharashtra Board of Higher Secondary Education or its equivalent.
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Two-year Diploma	A two-year diploma course in Pharmacy from the Board of Technical Education conducted by the Government of Maharashtra or its equivalent, taken after the H.S.C. examination.
Three-year Diploma	A three-year diploma course from the Board of Technical Education conducted by the Government of Maharashtra or its equivalent, taken after the S.S.C. examination.
Vocational	Completion of the MCVC (Minimum Competency Vocational Courses) programme.
Foreign students	A candidate who has completed the qualifying education from any foreign board or university must obtain an equivalence certificate from the Association of Indian Universities or another competent body in India.

Awards

Bachelor's Certificate	On successful completion of the first year (two semesters).
Bachelor's Diploma	On successful completion of the second year (four semesters).
Bachelor's Degree	On successful completion of the third year (six semesters).
Bachelor's Degree with Honours (Research)	On successful completion of the fourth year (eight semesters).

Exit Options and Credit Requirements

The programme offers multiple entry and multiple exit. The award, the credits required and the corresponding level on the National Skills Qualifications Framework are as follows.

Award	Condition	Minimum Credits	NSQF Level
Certificate in Business Administration	After successful completion of first year	44	5
Diploma in Business Administration	After successful completion of second year	88	6
Bachelor's Degree	After successful completion of Third year	132	7
Bachelor's Degree with Honours	After successful completion of fourth year	176	8

Level Descriptors

The professional knowledge and skill expected at each exit point, as per the National Skills Qualifications Framework.

Exit Option	(NSQF) Levels	Professional Knowledge	Skill
At the end of first year	5	Knowledge of facts, principles, processes, concepts in a field of work or study	Desired mathematical skills, understanding of social, political environment, and some skill in collecting and organizing information, communication
At the end of Second year	6	Factual and theoretical knowledge in the broad context within a field of work or study	Reasonably good in mathematical calculations, understanding social and political environment, good skill in collecting and organizing information, logical communication
At the end of Third year	7	Wide ranging factual and theoretical knowledge in the broad context within a field of work or study	Good logical and mathematical skill, understanding social, political and natural environment, good in collecting and organizing information, communication and presentation skills
At the end of Fourth year	8	Comprehensive, cognitive theoretical knowledge and practical skills to develop creative solutions to abstract problem	Exercise management and supervision in the context of work /study in unpredictable changes, responsible for the development of self and others

Minimum Credit Requirements by Category of Course

Sr. No	Broad Category of Course	3-year UG	4-Year UG
1	Major (Core)	60	80
2	Minor Stream	24	32
3	Multidisciplinary Courses (MDC)	09	09
4	Ability Enhancement Courses (AEC)	08	08
5	Skill Enhancement Courses (SEC)	09	09
6	Value Added Courses (VAC)	06	06
7	Summer Internship	4	4
8	Research Project / Dissertation	-	12
	Total	120	160

These are the minimum credits prescribed for each category. The programme as structured carries 132 credits to the Bachelor's Degree and 176 to the Bachelor's Degree with Honours, and so exceeds the minimum in both cases.

Scope of this Volume

This volume sets out the programme structure for Semesters I to VI, on the successful completion of which the Bachelor's Degree is awarded, together with the credit and marks summary for all eight semesters. The detailed syllabus for each course, and the structure and syllabus for Semesters VII and VIII, are issued separately.

General Provisions

Medium of instruction	English.
Specialisations	Marketing Management (MKT), Financial Management (FIN), Human Resource Management (HRM), International Business Management (IB).
Intake capacity	First year: 60 students. Second year: 60 students.
Standard of passing	A candidate must obtain a minimum of 40% of the marks in each University and internal examination paper, and in the mini and major project report, internship and dissertation.
Grading system	A ten-point grading system as per University norms.
Evaluation pattern	60 marks for the University examination and 40 marks for internal evaluation, except where the course structure specifies otherwise.

Programme Structure

Each semester carries 22 credits. In every semester from the third onward a student elects one of the four specialisations and takes the two minor papers belonging to it; the totals below are therefore computed for a single specialisation stream. Semesters I to VI carry 132 credits in all, on the completion of which the Bachelor's Degree is awarded.

Semester I

Sr.	Course Code	Course Title	Course Type	Credits	IE	UE
1	BBA23101	Principles and Practices of Management	Major	4	40	60
2	BBA23102	Economics for Business Decisions	Major	4	40	60
3	BBA23103	Business Accounting	Minor	4	40	60
4	BBA23104	Business Mathematics	Multidisciplinary	3	40	60
5	BBA23105	Information Technology in Business Management	Ability Enhancement	3	40	60
6	BBA23106	Basics of Soft Skills and English Language	Skill Enhancement	2	50	—
7	BBA23107	Environmental Science	Value Added	2	50	—
Total (one specialisation stream)				22	300	300

Semester II

Sr.	Course Code	Course Title	Course Type	Credits	IE	UE
1	BBA23201	Organisational Behaviour	Major	4	40	60
2	BBA23202	Principles of Marketing	Major	4	40	60
3	BBA23203	Principles of Finance	Minor	4	40	60
4	BBA23204	Business Statistics	Multidisciplinary	4	40	60
5	BBA23205	Startups Management	Ability Enhancement	4	40	60
6	BBA23206	IKS – Indian Culture	Value Added	2	50	—
Total (one specialisation stream)				22	250	300

Semester III

Sr.	Course Code	Course Title	Course Type	Credits	IE	UE
1	BBA23301	Human Resource Management	Major	4	40	60
2	BBA23302	Business Organisations and Systems	Major	4	40	60
3	BBA23303HRM(A)	Compensation Management	Minor	2	—	50
4	BBA23304HRM(B)	Legal Aspects in Human Resource	Minor	2	—	50
	BBA23303MKT(A)	Consumer Behaviour	Minor	2	—	50
	BBA23304MKT(B)	Personal Selling	Minor	2	—	50
	BBA23303FIN(A)	Basics of Corporate Accounting	Minor	2	—	50
	BBA23304FIN(B)	Fundamentals of Banking and Insurance	Minor	2	—	50
	BBA23303IB(A)	International Business Environment	Minor	2	—	50
	BBA23304IB(B)	Fundamentals of Supply Chain Management	Minor	2	—	50
5	BBA23305	Basics of Business Analytics	Multidisciplinary	2	50	—
6	BBA23306	Personality Development	Ability Enhancement	2	50	—
7	BBA23307	Foreign Language I: Arabic / German / French / Japanese (2023 batch) Foreign Language – German (2024 batch)	Skill Enhancement	2	50	—
8	BBA23308	Democracy and Gender Sensitization	Value Added	2	50	—
9	BBA23309	Physical Education	Co-Curricular	2	50	—
Total (one specialisation stream)				22	330	220

Semester IV

Sr.	Course Code	Course Title	Course Type	Credits	IE	UE
1	BBA23401	Management Information System (MIS)	Major	4	40	60
2	BBA23402	Production and Operations Management	Major	3	40	60
3	BBA23403	Entrepreneurship Development	Major	3	40	60
4	BBA23404	Business Law	Major	4	40	60
5	BBA23405HRM	Employee Recruitment and Record Keeping (Theory + Practical)	Minor	4	40	60
6	BBA23406HRM	Strategic Human Resource Management	Minor	2	—	50
	BBA23405MKT	Social Media Marketing (Theory + Practical)	Minor	4	40	60
	BBA23406MKT	Advertising and Sales Promotion	Minor	2	—	50
	BBA23405FIN	Basics of Corporate Accounting – Part II (Theory + Practical)	Minor	4	40	60
	BBA23406FIN	Fundamentals of Banking and Insurance – Part II	Minor	2	—	50
	BBA23405IB	Import Export Procedure (Theory + Practical)	Minor	4	40	60
	BBA23406IB	Foreign Trade in India	Minor	2	—	50
7	BBA23407	Foreign Language – I	Skill Enhancement	2	50	—
Total (one specialisation stream)				22	250	350

Semester V

Sr.	Course Code	Course Title	Course Type	Credits	IE	UE
1	BBA23501	Research Methodology	Major	4	40	60
2	BBA23502	Strategic Business Management	Major	3	40	60
3	BBA23503	Project Management	Major	3	40	60
4	BBA23504	Business Ethics	Major	4	40	60
5	BBA23505HRM	HR Accounting	Minor	2	—	50
6	BBA23506HRM	Cross-Cultural HRM and Industrial Relations	Minor	2	—	50
	BBA23505MKT	Retail Management	Minor	2	—	50
	BBA23506MKT	Service Marketing	Minor	2	—	50
	BBA23505FIN	Introduction of Share Market	Minor	2	—	50
	BBA23506FIN	Introduction of Insurance Market	Minor	2	—	50
	BBA23505IB	Foreign Exchange in India	Minor	2	—	50
	BBA23506IB	Port Management and Terminal Operations	Minor	2	—	50
7	BBA23507	Summer Internship	Skill Enhancement	4	50	50
Total (one specialisation stream)				22	210	390

Semester VI

Sr.	Course Code	Course Title	Course Type	Credits	IE	UE
1	BBA23601	Management of Corporate Social Responsibility	Major	4	40	60
2	BBA23602	Decision Making and Risk Management	Major	3	40	60
3	BBA23603	Digital Business	Major	3	40	60
4	BBA23604	Management of Innovations and Sustainability	Major	4	40	60

Sr.	Course Code	Course Title	Course Type	Credits	IE	UE
5	BBA23605HRM	Current Trends and Cases in Human Resource Management	Minor	2	—	50
6	BBA23606HRM	Global Human Resource Management	Minor	2	—	50
	BBA23605MKT	Marketing Environment Analysis and Strategies	Minor	2	—	50
	BBA23606MKT	Brand Management	Minor	2	—	50
	BBA23605FIN	Basics of Direct Taxes	Minor	2	—	50
	BBA23606FIN	Basics of Indirect Taxes	Minor	2	—	50
	BBA23605IB	International Relations	Minor	2	—	50
	BBA23606IB	Cross Cultural Management	Minor	2	—	50
7	BBA23607	Research Methodology Project	Skill Enhancement	4	50	50
Total (one specialisation stream)				22	210	390

Semester VII

Sr.	Course Code	Course Title	Course Type	Credits	IE	UE
1	BBA23701	Advanced Research Methodology	Major	4	40	60
2	BBA23702	Research Ethics	Major	3	40	60
3	BBA23703	Intellectual Property Rights	Major	3	40	60
4	BBA23704	Advanced Statistics	Major	4	40	60
5	BBA23705HRM	Research in HR	Minor	4	40	60
	BBA23705MKT	Research in Marketing	Minor	4	40	60
	BBA23705FIN	Research in Finance	Minor	4	40	60
	BBA23705IB	Research in International Business	Minor	4	40	60
6	BBA23706	Research Project	Skill Enhancement	4	50	50
Total (one specialisation stream)				22	250	350

Semester VIII

Sr.	Course Code	Course Title	Course Type	Credits	IE	UE
1	BBA23801	Artificial Intelligence in Management	Major	3	40	60
2	BBA23802	Operations Research for Managers	Major	3	40	60
3	BBA23803	Emerging Technologies in Business	Major	3	40	60
4	BBA23804	Software and Tools for Research	Major	3	40	60
5	BBA23805HRM	Human Resource Analytics	Minor	2	—	50
	BBA23805MKT	Marketing Analytics	Minor	2	—	50
	BBA23805FIN	Financial Analytics	Minor	2	—	50
	BBA23805IB	Trade and Logistics Analytics	Minor	2	—	50
6	BBA23806	On-the-Job Training / Research Project / Dissertation	Skill Enhancement	8	100	100
Total (one specialisation stream)				22	260	390

Semester-wise Credit Distribution

Credits are shown by broad category of course, for a single specialisation stream. One credit equals fifteen hours of lectures, as per UGC and AICTE norms.

MDC: Multidisciplinary Courses · AEC: Ability Enhancement Courses · SEC: Skill Enhancement Courses · VAC: Value Added Courses

Semester	Major (Core)	Minor Stream	MDC	AEC	SEC	VAC	Co-Curricular	Total Credits
Semester I	8	4	3	3	2	2	—	22
Semester II	8	4	4	4	—	2	—	22
Semester III	8	4	2	2	2	2	2	22
Semester IV	14	6	—	—	2	—	—	22
Semester V	14	4	—	—	4	—	—	22
Semester VI	14	4	—	—	4	—	—	22
Semester VII	14	4	—	—	4	—	—	22
Semester VIII	12	2	—	—	8	—	—	22

Semester	Major (Core)	Minor Stream	MDC	AEC	SEC	VAC	Co-Curricular	Total Credits
Total Credits	92	32	9	9	26	6	2	176

Credit and Marks Summary

Sr. No.	Semester	Total Credits	Internal Evaluation (IE)	University Evaluation (UE)	Total
1	Semester I	22	300	300	600
2	Semester II	22	250	300	550
3	Semester III	22	330	220	550
4	Semester IV	22	250	350	600
5	Semester V	22	210	390	600
6	Semester VI	22	210	390	600
Bachelor's Degree · Semesters I to VI		132	1550	1950	3500
7	Semester VII	22	250	350	600
8	Semester VIII	22	260	390	650
Total · Semesters I to VIII		176	2060	2690	4750

Figures are computed for a single specialisation stream. Semesters VII and VIII lead to the Bachelor's Degree with Honours or Honours with Research; the detailed structure and syllabus for those semesters are notified separately.

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Faculty of Commerce, Management and Computer Studies

BACHELOR OF BUSINESS ADMINISTRATION

B.B.A.

Detailed Syllabus

Semesters I to VI

Framed as per the National Education Policy 2020

Academic Year 2023–24

Specialisations offered

Marketing Management · Financial Management · Human Resource Management · International Business Management

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Detailed Syllabus

Courses are presented in the sequence of the programme structure. For each semester the common courses appear first, followed by the minor papers of each specialisation in the order Human Resource Management, Marketing Management, Financial Management and International Business Management.

Semester I

BBA23101 · Principles and Practices of Management

FY BBA			
Course Code	BBA23101	Number of Credits	4
Course Title	Principles and Practices of Management		
Course Type	Major	Total Contact Hours	60

Course Outcomes

On completion of the course, the student will be able to:	
CO1	Define the meaning, nature, and scope of management, functions of management, classical and behavioral contributions, and key concepts like planning, organizing, authority, staffing, motivation, leadership, and communication.
CO2	Explain management principles and techniques such as MBO, decision-making processes, delegation, motivation theories, and leadership styles to practical organizational scenarios.
CO3	Analyze the effectiveness of different managerial styles, decision-making techniques, motivation theories, and control mechanisms in achieving organizational goals.
CO4	Evaluate effective management strategies by integrating planning, organizing, leadership, motivation, and communication to address contemporary business challenges.

Course Contents

Unit	Unit Title	Contents	Hours
I	Management	Meaning, definitions, nature and scope of management, functions of management, Management as Art and Science, Management as a Profession, Management vs Administration, Levels of Management, Elements of managerial processes, Styles and Roles of Managers in Organizations, Contributions of Taylor and Fayol, Human Relations and Behavioural Schools, Hawthorne Studies	15
II	Planning and Decision Making	Concept of planning, Nature, purpose and functions of planning, Types of plans, Management by Objectives (MBO), Steps in planning, Meaning of decision making, Steps in decision making, Techniques of decision making	15
III	Organizing	Concept, nature, purpose and significance of organization, Formal and informal organizations,	15

Unit	Unit Title	Contents	Hours
		Authority and responsibility relationships, Span of control, Process of delegation, Barriers to delegation, Centralization and decentralization, Concept of line and staff, Overcoming line staff conflict, Committees, Coordination, Organization structures, Types, advantages and disadvantages	
IV	Authority, Staffing, Motivation, Leadership and Communication	Authority, types of authority, responsibility and accountability, delegation, decentralization vs centralization, determinants of effective decentralization, line and staff authority, Scope of staffing functions, Theories of motivation, Theory X, Theory Y, Theory Z, Maslow need hierarchy theory, Leadership styles, Process of communication, Verbal and non verbal communication, Barriers to communication, Types of control, Process of control, Tools of control, Characteristics of effective control system	15

References and Suggested Readings

1. Prasad, L. M., Principles and Practices of Management, S. Chand Publishers
2. Koontz, H., & Weihrich, H., Essentials of Management, Tata McGraw Hill
3. Robbins, Stephen, Management, Pearson Publishers
4. Rao, V. S. P., & Krishna, V. H., Management, Excel Books

BBA23102 · Economics for Business Decision

FY BBA			
Course Code	BBA23102	Number of Credits	4
Course Title	Economics for Business Decision		
Course Type	Major	Total Contact Hours	60

Course Outcomes

On completion of the course, the student will be able to:	
CO1	Understand the role & purpose of economics for business and society.
CO2	Know the concept of demand analysis, supply analysis, elasticity, and production analysis.
CO3	Relate to the role and function of revenue in different economic decisions and understand factors determining revenue and cost.

On completion of the course, the student will be able to:

CO4	Understand the concept of market structures, different forces affecting it and correlate these with economic circumstances.
CO5	Evaluate complete sets of financial statements and accounting reports by integrating journal entries, ledgers, subsidiary books, trial balance, final accounts, bank reconciliation, and computerized accounting tools for effective financial planning and control.

Course Contents

Unit	Unit Title	Contents	Hours
I	Introduction to Economics	Introduction to Economics Definition, Nature, Scope and Significance of Economics, Difference between Micro and Macro Economics, Basic Economic Problem, Business Economics and Business Decisions	15
II	Consumer Behavior & Demand Analysis	Consumer Behavior & Demand Analysis Concept of Utility- Law of Diminishing Marginal Utility Indifference curve analysis- Properties – consumer's equilibrium Law Demand - Determinants of demand, Elasticity of demand Measurement of Elasticity of demand and its applications	15
III	Factor Pricing and Production	Factor Pricing and Production Function Cost and Revenue - Concepts and Curves Innovation theory of Profit, Risk and Uncertainty theory of Profit Loanable fund theory of Interest -Liquidity Preference theory of Interest, Production function -Long Run & Short Run Production Function	15
IV	Market Structure	Perfect Competitive Market-Characteristics and Price determination, Monopoly-Characteristics and Price determination Monopolistic Competition-Characteristics and Price determination, Oligopoly-Characteristics and Concept of Price Leadership	15

References and Suggested Readings

1. Business Economics, Andrew Gillespie, Oxford Press, New Delhi
2. Business Economics, Rob Dransfield, Vikas Publishing House
3. Business Economics – Theory and Applications, Dr. D.D. Chaturvedi , Dr. S. L. Gupta, International Book House Pvt. Ltd New Delhi
4. Managerial Economics-G.S.Gupta-Tata Mac Graw Hill Publication, New Delhi
5. Managerial Economics Theory and Applications-Himalaya Publishing House, New Delhi
6. Economics Principles and Applications, N. Gregory Mankiw, Cengage Learning India Pvt. Ltd., New Delhi

BBA23103 · Business Accounting

FY BBA			
Course Code	BBA23103	Number of Credits	4
Course Title	Business Accounting		
Course Type	Minor	Total Contact Hours	60

Course Outcomes

On completion of the course, the student will be able to:	
CO1	Define the objectives, functions, conventions, and principles of accounting; differentiate accounting from bookkeeping; and summarize the importance of accounting standards, computerized systems, and ERP in modern business.
CO2	Explain accounting principles by recording transactions in journals, ledgers, and subsidiary books; prepare trial balances, final accounts of sole proprietorships, and bank reconciliation statements using both manual and computerized approaches.
CO3	Identify differences between cash book and passbook balances, and assess the role of conventions, standards, and computerized systems in enhancing reliability and decision-making.
CO4	Analyse the effectiveness of traditional vs. modern approaches in financial management, assess manual vs. computerized accounting methods, and appraise the relevance of ERP packages by comparing their benefits, limitations, and applicability in business contexts.
CO5	Evaluate complete sets of financial statements and accounting reports by integrating journal entries, ledgers, subsidiary books, trial balance, final accounts, bank reconciliation, and computerized accounting tools for effective financial planning and control.

Course Contents

Unit	Unit Title	Contents	Hours
I	Introduction – History and Development of Accounting	Meaning of Business Accounting, Objective of Business Accounting, Functions of Accounting, Accounting vs Book-Keeping, Basic terms used in accounting, Users of accounting information, Conventions of Accounting: Consistency, Full Disclosure, Convention of Materiality, Conservatism, Basic Accounting Principles: Business Entity Concept, Accrual Concept, Accounting Cost Concept, Dual Aspect Concept, Matching Concept, Going Concern Concept, Money Measurement Concept, Realization Concept, Accounting Period Concept, Accounting Standards: Meaning of Accounting Standards, Objectives of Accounting Standards,	15

Unit	Unit Title	Contents	Hours
		Benefits of Accounting Standards, Limitations of Financial Accounting.	
II	Accounting Transactions and Final Accounts	Recording financial transactions – Journal, Ledger, Subsidiary Books, Cash Book, Single Column Cash Book, Double Column Cash Book, Sales Book, Purchases Book, Sales Return Book, Purchases Return Book, Bills Receivable Book, Bills Payable Book, Petty Cash Book, Simple Petty Cash Book, Analytical Petty Cash Book, Trial Balance, Preparation of Final Accounts of Sole Proprietorship – Trading Account, Profit and Loss Account, Balance Sheet.	15
III	Bank Reconciliation Statement	Meaning of Bank Reconciliation Statement, Importance of Bank Reconciliation Statement, Reasons for difference between balances of Cash Book and Pass Book, Preparation of Bank Reconciliation Statement.	15
IV	Computerized Accounting	Background of Computers, Generation of Computers, Parts of Computers, Hardware, Software, Role of computers in financial applications, Benefits of Computers in accounting, Accounting Software packages, Benefits of ERP Software, Limitations of ERP Software.	15

References and Suggested Readings

1. Advance Accounting Vou- I S.N. Maheshwari & S.K. Maheshwari Vikas Publication New Delhi
2. Advance Accounting Vou- I M.C. Shukla, T.C. Grewal, S.C Gupta S. Chand New Delhi
3. Accounting (text and Cases) Robert N. Anthony, David F. Hawkins, Kenneth A. Merchant McGraw Hill Companies New Delhi
4. Advanced Accountancy (Volume – I) R.L. Gupta, M. Radhaswamy Sultan Chand & Sons New Delhi
5. Fundamentals of Accounting & Financial Analysis: By Anil Chowdhry (Pearson Education)
6. Financial accounting: By Jane Reimers (Pearson Education)
7. Accounting Made Easy by Rajesh Agarwal & R Srinivasan (Tata McGraw –Hill)

BBA23104 · Business Mathematics

FY BBA			
Course Code	BBA23104	Number of Credits	3
Course Title	Business Mathematics		
Course Type	Multidisciplinary	Total Contact Hours	45

Course Outcomes

On completion of the course, the student will be able to:	
CO1	Understand numbers & their operations with ratio and proportion.
CO2	Develop Mathematical competence for various interest related transactions and other commercial calculations.
CO3	Understand the Determinants, Matrices, Permutations & Combinations in business.
CO4	Understand the concept and application of Linear Programming Problems.

Course Contents

Unit	Unit Title	Contents	Hours
I	Ratio, Proportion and Percentage	Ratio- Definition, continued ratio, Inverse Ratio, Proportion - Continued proportion, Direct proportion, Inverse proportion, Variation - Inverse variation, Joint variation Percentage- Meaning and computation of percentage, Application problems on the above all the concepts	10
II	Commercial Mathematics	Profit and Loss – Terms and Formulae, Trade Discount, Cash Discount, Problems involving Cost Price, Selling Price, Trade Discount and Cash Discount. Introduction to Commission, Brokerage and Premium, Problems on Commission, Brokerage and Premium. Application problems on the above all the concepts.	10
III	Simple interest & Compound interest	Concepts of Simple & Compound Interest, Basic terminology, Formulae, Calculation of simple interest (SI), rate of S.I., period of investment. Calculation of Compound Interest (CI), rate of C.I. Compound interest compounded yearly, half-yearly, quarterly or Monthly, Applications.	15
IV	ANNUITIES AND EMI	Concepts of annuity, future value, present value, EMI, Sinking Fund. Computation of Future Value of annuity due, Present Value of an ordinary annuity. Computation of EMI of a loan using reducing balance method and flat interest method. Applications.	10

References and Suggested Readings

1. A Textbook of Business Mathematics, Dr. Padmalochan Hazarika, S. Chand Publication, Fourth Edition
2. Business Mathematics: Theory & Applications, J. S. Sharma, S. Chand Publication, Second Edition
3. Business Mathematics, Dr. Amarnath, Dikshit & Dr. Jinendra kumar, Himalaya Publication, First Edition, New Delhi

BBA23105 · Information Technology in Business Management

FY BBA			
Course Code	BBA23105	Number of Credits	3
Course Title	Information Technology in Business Management		
Course Type	Ability Enhancement	Total Contact Hours	45

Course Outcomes

On completion of the course, the student will be able to:	
CO1	Recall the definition, characteristics, generations, and types of computers; identify memory, storage, and input-output devices; list types of software, networks, and search engines; and recognize basic features of MS-Word, MS-PowerPoint, and MS-Excel.
CO2	Explain concepts of hardware and software to demonstrate computer operations; use MS-Word for document creation, apply PowerPoint features to design presentations, and utilize Excel functions, formulas, and charts for data handling.
CO3	Identify the role of different generations and types of computers; examine network topologies and internet technologies; differentiate between features of MS-Word, PowerPoint, and Excel; and interpret data using spreadsheet functions and charts.
CO4	Analyze the effectiveness of networks, search engines, and productivity tools in solving real-world problems; and create integrated digital solutions by combining MS-Word, PowerPoint, and Excel features for professional and academic tasks.

Course Contents

Unit	Unit Title	Contents	Hours
I	Introduction to Computer	Computer-definition and meaning, characteristics, Generation of computers, Types of computers, Block diagram, Input- output devices, Memory, Types of memory, Storage devices.	12
II	Computer Software and Networks Software	Definition and Types, Computer network – types, topologies, Internet, intranet, extranet. Search engine – concept and working of search engine	12
III	MS-Word and MS-PowerPoint	Microsoft Word: - Introduction to word components, working with word document, formatting documents, working with tables, tools Microsoft PowerPoint: Introduction to PowerPoint components, working with PowerPoint, creating presentation, formatting presentation, Adding effects to presentation	12

Unit	Unit Title	Contents	Hours
IV	MS-Excel	Introduction to excel, spreadsheet, formatting worksheet, working with graphics in excel, types of charts, mathematical and statistical functions in Excel	9

References and Suggested Readings

1. Computer Fundamentals: Concepts, Systems & Applications, Priti Sinha, Pradeep K., Sinha, BPB Publications
2. Computer Today -Basandra Suresh K..Galgotia Publications Pvt. Ltd
3. Fundamentals of Computer – V.Rajaraman, Prentice Hall India Learning Private Limited
4. Computer Fundamentals, R.S.Salaria, Khanna Book Publishing Company
5. Mastering MS Office: Concise Handbook With Screenshots, Bittu Kumar , V&S Publishers, New Delhi
6. Foundations of Information Technology- Sangeeta Panchal, Alka Sabharwal, Oxford University Press

BBA23106 · Basics of Soft Skills and English Language

FY BBA			
Course Code	BBA23106	Number of Credits	2
Course Title	Basics of Soft Skills and English Language		
Course Type	Skill Enhancement	Total Contact Hours	30

Course Outcomes

On completion of the course, the student will be able to:	
CO1	To describe fundamental concepts, nature and principles of Management.
CO2	To explain the role and responsibilities of managers and adapt to the various styles of management across organizations.
CO3	To apply various tools that would facilitate the decision-making process in the business.

Course Contents

Unit	Unit Title	Contents	Hours
I	Introduction	Need for Communication, Process of Communication - Written and Verbal Communication, Visual communication, Signs, Signals and Symbols, Silence as a Mode of Communication - Inter-cultural, Intra-cultural, Cross-cultural and International communication - Communications skills, Communication through Questionnaires, Business Letter Writing, Electronic Communication	10

Unit	Unit Title	Contents	Hours
II	Basics of English	Tenses, reported speech: Acquiring the Communication skills – Interpersonal skills, speaking skills (brief speeches, group discussion); Writing skills (paragraph, Summary, note making, Editing, business letters) Acquiring the soft Skills for personality development : Body language: goal setting Time Management: Emotional Intelligence: Problem- solving; Team work	10
III	Personal Skills	Knowing oneself- confidence building- defining strengths- thinking creatively- personal values-time and stress management. Social Skills: Appropriate and contextual use of language- non-verbal communication- interpersonal skills- problem solving.	10

References and Suggested Readings

1. Barun K. Mitra, Personality Development and Soft Skills Second Edition Oxford University Press 2023 All Rights Reserved
2. Soft Skills: An Integrated Approach to Maximise Personality, Gajendra S. Chauhan, Sangeeta Sharma, Wiley India
3. Personality Development and Soft Skills, Barun K. Mitra, Oxford Press
4. Soft Skills- Enhancing Employability, M. S. Rao, I. K. International
5. Cornerstone: Developing Soft Skills, Sherfield, Pearson India Hindle, Tim. Reducing Stress. Essential Manager series. Dk Publishing, 2003

BBA23107 · Environmental Science

FY BBA			
Course Code	BBA23107	Number of Credits	2
Course Title	Environmental Science		
Course Type	Value Added	Total Contact Hours	30

Course Outcomes

On completion of the course, the student will be able to:	
CO1	To describe fundamentals concepts, nature & principles of environment.
CO2	To understand roles & responsibilities towards the environment.
CO3	To apply various methods that would facilitate the environment.

Course Contents

Unit	Unit Title	Contents	Hours
I	Introduction to Environmental Studies	Multidisciplinary Nature of Environmental Studies, Scope & Importance, The Need for Environmental Education, Concept of Sustainability & Sustainability Development	10
II	Ecosystems	What is an Ecosystem? Structure, Energy flow in an ecosystem, Nutrient Cycle & Ecological Succession & Interactions. Case Studies: Forest Ecosystem, Grassland Ecosystem, Desert Ecosystem Aquatic Ecosystem.	10
III	Biodiversity & Conservation s	Levels of Biological Diversity: genetic, species & ecosystem Biogeographic zones of India: Biodiversity Patterns & Global Hotspots. Threats to Biodiversity	10

References and Suggested Readings

1. Agarwal, K.C.(2001) Environmental Biology, Nidi Publ. Ltd. Bikaner
2. Environmental Geography- Savindra Singh, New Delhi
3. Basu, M. and Xavier, S., Fundamentals of Environmental Studies, Cambridge University Press, 2016
4. Mitra, A. K and Chakraborty, R., Introduction to Environmental Studies, Book Syndicate, 2016
5. Basu, R.N, Environment, University of Calcutta, 2000

Semester II

BBA23201 · Organisational Behaviour

FY BBA			
Course Code	BBA23201	Number of Credits	4
Course Title	Organisational Behaviour		
Course Type	Major	Total Contact Hours	60

Course Outcomes

On completion of the course, the student will be able to:	
CO1	Recall the fundamentals of Organizational Behaviour including its models, values, attitudes, emotions, personality, perception, motivation, group dynamics, leadership theories, conflict, stress, and change management, and discuss their relevance in organizational settings.
CO2	Explain OB concepts such as emotional intelligence, personality frameworks (MBTI, Big Five), motivational theories (Maslow, Herzberg, Vroom), leadership styles, and stress management strategies to workplace cases and organizational practices.
CO3	Identify how individual behaviour, attitudes, and perceptions interact with group dynamics, leadership approaches, conflict sources, and organizational change processes to influence effectiveness and outcomes.
CO4	Analyze the strengths and limitations of OB models, leadership theories, motivational techniques, and conflict resolution methods in improving organizational performance, team building, and employee well-being.
CO5	Evaluate integrated OB interventions by combining insights from personality and perception theories, motivation and leadership frameworks, and stress and change management strategies to foster effective organizational culture and sustainability.

Course Contents

Unit	Unit Title	Contents	Hours
I	Fundamentals of OB	OB: Definition, scope and importance of OB, Relationship between OB and the individual, Evolution of OB, Models of OB (Autocratic, Custodial, Supportive, Collegial & SOBC), Limitations of OB. Values, Attitudes and Emotions: Introduction, Values, Attitudes, Definition and Concept of Emotions, Emotional Intelligence - Fundamentals of Emotional Intelligence, The Emotional Competence Framework, Benefits of Emotional Intelligence, difference between EQ and IQ. Case Study	15

Unit	Unit Title	Contents	Hours
II	Personality ,Attitude & Perception:	Personality Definition Personality, importance of personality in Performance, The Myers- Briggs Type Indicator and The Big Five personality model, Johari Window , Transaction Analysis , Definition Attitude Importance of attitude in an organization, Right Attitude, Components of attitude, Relationship between behavior and attitude. Perception: Meaning and concept of perception, Factors influencing perception, Selective perception, Attribution theory, Perceptual process, Social perception (stereotyping and halo effect). Case Study	15
III	Motivation, Group dynamics and Leadership	Motivation: Definition & Concept of Motive & Motivation, The Content Theories of Motivation (Maslow's Need Hierarchy & Herzberg's Two Factor model Theory), The Process Theories (Vroom's expectancy Theory & Porter Lawler model), Contemporary Theories- Equity Theory of Work Motivation. Group and Team Dynamics : The Meaning of Group & Group behavior & Group Dynamics, Types of Groups, The Five -Stage Model of Group Development Team Effectiveness & Team Building. Leadership: Introduction, Managers V/s Leaders. Overview of Leadership- Traits and Types, Theories of Leadership.- Trait and Behavioral Theories. Case Study	15
IV	Conflict Management, Stress and change Management	Conflict Management – Definition and Meaning, Sources of Conflict, Types of Conflict, Conflict, Stress Management- Stress at workplace: Work Stressors – Prevention and Management of stress – Balancing work and Life, workplace spirituality. Change Management- Organizational Change: Meaning, definition & Nature of Organizational Change, Types of Organizational change, Case Study	15

References and Suggested Readings

1. Human Behavior at work Keith Devis
2. Organizational Behavior; Concepts, Skills and Practices Kinicki Kreitner
3. Dimension of Organizational Behavior -T. Herbert
4. Organization & Management- R. D. Agrawal
5. Organisation Behaviour -Robins
6. Organisation Behaviour -Fred Luthans
7. Organizational Behavior and Performance Aszilagyl & Walace
8. Organizational Behavior -K. Aswathapa
9. Organizational Behavior -Jit Chandan
10. Organizational Behavior -V. Ghosh
11. Organizational Behavior -Gregory Morehea

BBA23202 · Principles Of Marketing

FY BBA			
Course Code	BBA23202	Number of Credits	4
Course Title	Principles Of Marketing		
Course Type	Major	Total Contact Hours	60

Course Outcomes

On completion of the course, the student will be able to:	
CO1	Define the fundamentals of marketing including market types, marketing concepts, environmental factors, marketing mix components, and market segmentation approaches in both traditional and digital contexts.
CO2	Explain principles of financial management to evaluate sources of finance, financing and investment decisions, capital structure criteria, and financial planning processes for business situations.
CO3	Identify the relationship between internal and external sources of finance, factors influencing capital structure, over/under-capitalization, and the limitations of forecasting in decision-making.
CO4	Analyze financial strategies by comparing traditional and modern approaches of financial management, assessing merits and demerits of different sources of finance, and judging the effectiveness of recent financial innovations in business.
CO5	Evaluate an integrated financial plan for an enterprise by combining suitable sources of finance, capital structure strategies, forecasting methods, and innovative financing options to achieve sustainable growth.

Course Contents

Unit	Unit Title	Contents	Hours
1	Introduction to Marketing	Definition of Market, Types of Markets, Meaning and Definition of Marketing, Evolution of Marketing, Traditional and Modern concept of marketing, Features of Marketing, Scope of Marketing, Importance of Marketing Functions of Marketing in the Digital Age, Difference between Marketing and Selling, Impact of Marketing concept and its applicability	15
2	Marketing Environment	Introduction and Importance of Environmental Analysis, Meaning and Definition, Need and Importance of Environmental Analysis, Factors affecting Marketing Environment (Internal and External factors in detail). Internal and Environment of an	15

Unit	Unit Title	Contents	Hours
		Organization . Methods of Environmental Analysis (PESTLE , SWOT)	
3	Marketing Mix in Contemporary Business	Introduction, Evolution of the “Marketing mix”, Components of a traditional marketing mix , Additional components in the mix, Importance of marketing mix in marketing decisions. Marketing Planning and Strategies: Introduction, Management Processes in Marketing, Interactions between Marketing Mix and Marketing Environment , Control Mechanisms metrics in Contemporary Marketing. Product Related Decisions in the digital age, Product Life Cycle	15
4	Market Segmentation	Definition and purpose and significance of market segmentation in Business, Types of market segmentation, Implementing Market Segmentation strategies, Benefits , targeting and positioning.Small Cases in Marketing,Recent trends in marketing Digital marketing, Agro Marketing, Sustainable Marketing.	15

References and Suggested Readings

1. Fundamentals of Marketing - RajanSaxena ,McGraw-Hill , Sixth edition
2. Principles of Marketing : European Edition- by Kotler Philip, Armstrong Gary, Saunders John, et al
3. Marketing Management by Philip Kotler , Kevin Keller/ Prentice Hall 2006, 12 th edition
4. Marketing Management V.S.Ramaswamy and S.Namakumari, Sage Publications India Pvt Ltd
5. The Essence of Service Marketing, Prentice- Hall of India, New Delhi. Hellen Woodruffe: Service Marketing, Macmillan India Ltd. Delhi
6. Digital Marketing- E Book- Gauri Jadhav
7. Marketing management by Sherlekar - Himalaya publication
8. Marketing management by saxena rajan - Tata MC Graw hill publication
9. Marketing by zikmund - South western publication
10. Marketing management by kotler Philip- Pearson education
11. Marketing by Baines Paul - Oxford University Press

BBA23203 · Principles of Finance

FY BBA			
Course Code	BBA23203	Number of Credits	4
Course Title	Principles of Finance		
Course Type	Minor	Total Contact Hours	60

Course Outcomes

On completion of the course, the student will be able to:	
CO1	Define the concepts of finance, scope of financial management, sources of finance, capital structure, and financial planning, while identifying recent trends such as venture capital, microfinance, mutual funds, and digital currency.
CO2	Explain principles of financial management to evaluate sources of finance, financing and investment decisions, capital structure criteria, and financial planning processes for business situations.
CO3	Identify the relationship between internal and external sources of finance, factors influencing capital structure, overcapitalization and undercapitalization, and the limitations of forecasting in decision-making.
CO4	Analyze financial strategies by comparing traditional and modern approaches of financial management, assessing merits and demerits of different sources of finance, and judging the effectiveness of recent financial innovations in business
CO5	Evaluate an integrated financial plan for an enterprise by combining suitable sources of finance, capital structure strategies, forecasting methods, and innovative financing options to achieve sustainable growth.

Course Contents

Unit	Unit Title	Contents	Hours
I	Introduction to Principles of Finance	Meaning of finance, Nature and scope of the finance function, Financial management, Meaning of financial management, Traditional approach of financial management, Modern approach of financial management, Role of finance manager, Difference between financial management and management accounting, Significance of financial management, Limitations of financial management	15
II	Sources of Finance	Internal sources of finance, Reserves and surplus, Retained earnings, Buy back of shares, External sources of finance, Shares, Debentures, Public deposits, Borrowing, Trade credits, Types of financial decisions, Financing decisions, Investment decisions, Dividend decisions	15
III	Capital Structure	Meaning of capital structure, Criteria for determining capital structure, Factors affecting capital structure, Capitalization, Meaning of capitalization, Overcapitalization meaning, causes, consequences and remedies, Undercapitalization meaning, causes, consequences and remedies	15
IV	Financial Planning and	Meaning and objectives of financial planning, Process of financial planning, Significance of financial planning, Limitations of financial planning, Forecasting, Basic	15

Unit	Unit Title	Contents	Hours
	Recent Trends in Business Finance	considerations of forecasting, Limitations of forecasting, Recent trends in business finance, Venture capital, Leasing, Microfinance, Mutual fund, Digital currency	

References and Suggested Readings

1. Kulkarni, P. V., Financial Management, Himalaya Publishing House, Mumbai
2. Pandey, I. M., Financial Management, Vikas Publishing House
3. Khan, M. Y., & Jain, P. K., Financial Management, Tata McGraw Hill Publishing Co. Ltd., New Delhi
4. Chandra, Prasanna, Financial Management, Tata McGraw Hill Publishing Co. Ltd., New Delhi

BBA23204 · Business Statistics

FY BBA			
Course Code	BBA23204	Number of Credits	4
Course Title	Business Statistics		
Course Type	Multidisciplinary	Total Contact Hours	60

Course Outcomes

On completion of the course, the student will be able to:	
CO1	Understand basic concepts in statistics
CO2	Collect, present, analyse and interpret the data and graphs
CO3	Deal data in business problems
CO4	Evaluate feasibility business problems using statistical techniques.
CO5	Prepare business report using various statistical techniques

Course Contents

Unit	Unit Title	Contents	Hours
I	Introduction to Statistics	Meaning of Statistics, functions of Statistics, scope & importance of Statistics, applications of Statistics in business & management, & limitations of Statistics. Data condensation & graphical methods including raw data, primary & secondary data, classification & tabulation, attributes & variables, types of classification, frequency distribution (grouped & ungrouped), cumulative frequency distribution (less than & more than), along with numericals & applications. Presentation of data including graphs such as histogram, frequency polygon,	15

Unit	Unit Title	Contents	Hours
		& ogive curves, determination of mode & median graphically, & diagrams such as simple bar diagram, multiple bar diagram, subdivided bar diagram, line chart, & pie chart, along with numericals & applications.	
II	Measures of Central Tendency & Dispersion	Measures of Central Tendency: Concept of central tendency, criteria for good measures of central tendency, arithmetic mean, median & mode for grouped & ungrouped data, combined mean, partition values such as deciles, quartiles & percentiles for ungrouped data, along with numericals & applications. Measures of Dispersion: Concept of dispersion, absolute & relative measures of dispersion, range, variance, standard deviation, coefficient of quartile deviation & coefficient of variation, along with numericals & applications.	15
III	Correlation and Regression Analysis (for ungrouped data)	Concept of correlation, positive & negative correlation, methods of studying correlation such as scatter diagram, Karl Pearson's coefficient of correlation & Spearman's rank correlation, along with numericals & applications. Concept of regression, independent & dependent variables, regression equation of Y on X, regression coefficients & their properties, along with numericals & applications.	15
IV	Probability & Sampling	Basic concepts of probability including experiment, events, sample space & types of events, definition of probability, properties of probability, addition & multiplication rules of probability, along with numericals & applications. Sampling including population & sample, parameter & statistic, sampling & census, advantages of sampling over census. Probability sampling methods including simple random sampling, systematic sampling & stratified sampling, applications, merits & demerits of each, and non-probability sampling methods including convenience sampling, judgment sampling & snowball sampling, applications, merits & demerits of each.	15

References and Suggested Readings

1. S.C. Gupta – “Fundamentals of Statistics” – S. Chand & Sons, Delhi
2. Levin Richard & Rubin David- “Statistics for Management”, Pearson Publishing
3. Sharma J.K, “Business Statistics,” Pearson Education
4. G.C. Beri – “Business Statistics,” The McGraw-Hill companies, New Delhi
5. Dr. S. K. Khandelwal – “Statistics for Business”, International Book House, New Delhi

BBA23205 · Startups Management

FY BBA			
Course Code	BBA23205	Number of Credits	4
Course Title	Startups Management		
Course Type	Ability Enhancement	Total Contact Hours	60

Course Outcomes

On completion of the course, the student will be able to:	
CO1	Define the meaning, history, and role of entrepreneurship in economic development, identify types of entrepreneurs, and describe the entrepreneurial ecosystem, startup opportunities, financial roadmaps, leadership essentials, and components of a business plan.
CO2	Explain entrepreneurial concepts to identify business opportunities through market analysis, customer validation, financial planning, team building, and business model development, while considering government schemes and support mechanisms.
CO3	Apply entrepreneurial dilemmas, financial statements, sources of funding, leadership models, governance structures, and feasibility studies to evaluate the strengths and weaknesses of potential ventures.
CO4	Analyze the sustainability of entrepreneurial ventures by assessing strategic decisions, market intelligence, financial feasibility, board effectiveness, and business planning approaches.
CO5	Evaluate a comprehensive business plan by integrating opportunity recognition, product development, financial planning, leadership strategies, and feasibility analysis to launch and sustain a successful startup.

Course Contents

Unit	Unit Title	Contents	Hours
I	Entrepreneurship and the Startup Ecosystem	Meaning and concept of entrepreneurship, History of entrepreneurship development, Role of entrepreneurship in economic development, Types of entrepreneurs, Entrepreneurial ecosystem, Entrepreneurs and strategic decisions, Sustainability of entrepreneurship, Dilemmas of an entrepreneur for success, Meaning of startups, Startup opportunities.	15
II	Opportunity Identification, Market Analysis and Business Model	Search and identification of business idea, Market intelligence, Market analysis, Market research, Customer validation, Developing business model, Product development, Managing the product development process, Development of product or idea,	15

Unit	Unit Title	Contents	Hours
		Pricing strategies, E commerce and entrepreneurship, Building a powerful marketing plan.	
III	Financial Road Map and Entrepreneurial Support	Planning and budgeting, Developing a financial roadmap, Financial statements and their components, Budgeting for startup success, Creating a successful financial plan, Bootstrapping and alternative sources of funding, Informal capital from friends and family, Crowdfunding, Venture capital, Private equity, Role of Entrepreneur Development Programs, Role of District Industries Centre, Small Industries Service Institute, Entrepreneurship Development Institute of India, National Institute for Entrepreneurship and Small Business Development, National Entrepreneurship Development Board, Role of Government in entrepreneurship development, Government schemes such as Prime Minister Employment Generation Programme, Credit Guarantee Fund Trust for Micro and Small Enterprises, Market Promotion and Development Assistance, Scheme of Fund for Regeneration of Traditional Industries, Role of Ministry of Skill Development and Entrepreneurship, Schemes such as Pradhan Mantri Kaushal Vikas Yojana, SANKALP, STAR.	15
IV	Leadership, Team Building and Business Plan Development	Building and managing the founder team, Attracting and retaining the right people, Team governance and board structures, Role of a successful board, Different board models for different ventures, Assembling a board of advisors, Separating leadership from management, Employee management and leadership in the workforce, Recruiting, Selection and hiring, Building the business plan, Need and objectives of a business plan, SWOT analysis, Internal and external environment analysis, Industry analysis, Marketing and financial considerations, Choosing the right location and layout.	15

References and Suggested Readings

1. Hisrich, Robert D., Peters, Michael P., and Shepherd, Dean A., Entrepreneurship, McGraw Hill Education
2. Vasant Desai, Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House
3. Kuratko, Donald F., Entrepreneurship Theory, Process and Practice, Cengage Learning
4. Drucker, Peter F., Innovation and Entrepreneurship, Harper Business

BBA23206 · IKS – Indian Culture

FY BBA

Course Code	BBA23206	Number of Credits	2
Course Title	IKS – Indian Culture		
Course Type	Value Added	Total Contact Hours	30

Course Outcomes

On completion of the course, the student will be able to:	
CO1	To understand what Indian Knowledge System is to know the Yoga and Mudras
CO2	To know the balance diet and juices type
CO3	To experience Meditation and its benefits

Course Contents

Unit	Unit Title	Contents	Hours
1	Introduction to Indian Knowledge System	Definition, concept & scope, IKS based approaches on Indian knowledge, IKS in ancient India & modern India, general introduction to Indian philosophical system, characteristics of Indian philosophy including orthodox & heterodox, and glimpses of ancient Indian science & technology.	7
2	Traditional Knowledge and Cultural Heritage	Geographical aspects, resources & vulnerability, resource availability, utilization pattern & limitations, socio-cultural linkages with traditional knowledge system, and tangible & intangible cultural heritage.	8
3	Diet and Health in Indian Knowledge Tradition	Introduction to diet, types of diet including soothing diet, constructive diet & eliminative diet, trigunas & diet including sattvic diet, rajasik diet & tamasic diet, white poisons, drinking water & its benefits related to diseases, detox water types, and types of juices.	5
4	Yoga, Mudras and Meditation	Introduction to yoga mudra & its rules, types of mudras & their benefits and importance, introduction to meditation & its benefits, and study of 30 mudras.	10

References and Suggested Readings

1. Chakravarthy, G.N. The Concept of Cosmic Harmony in the Rg-Veda. Bangalore: Nagasri Book House, 2005
2. Chande, M. B. Indian Philosophy in Modern Times. New Delhi: Atlantic Publishers, 2000
3. Chatterjee, Satish Chandra & D.M Dutta. An Introduction to Indian Philosophy. Kolkata: Rupa and co., 2010.
4. Gambhirananda, Swami. Bhagavad-Gita with the Commentary of Sankaracarya. Advaita Ashrama, Kolkata, 2018
4. Gambhirananda, Swami. Eight Upanishads: With the Commentary of Shankaracharya. Advaita Ashrama, Kolkata, 2010

5. Panda, N. C. Bhagavad Gita: A New Exposition in a Broader Spectrum. New Delhi: D.K. Print world Ltd. 2009
6. Radhakrishnan, S and J. H. Muirhead (ed.), Contemporary Indian Philosophy. George Allen & Unwin Ltd., 1952
7. Radhakrishnan, S. The Bhagavad Gita. USA: Harper Collins, 2011. 9. Radhakrishnan, S. The Principal Upanishads. USA: Harpercollins, 2006
8. Vivekananda, Swami. The Complete Works of Swami Vivekananda. Kolkata: Advaita Ashrama, 2008
9. Kapoor, Kapil, Avadesh Kr. Singh (eds.) Indian Knowledge Systems (Two Vols), IAS, Shimla, 2005
10. Moore, Charles A.(ed.) The Indian Mind: Essentials of Indian Philosophy and Culture, University of Hawaii Press, Honolulu, 1967

Semester III

BBA23301 · Human Resource Management

SY BBA			
Course Code	BBA23301	Number of Credits	4
Course Title	Human Resource Management		
Course Type	Major	Total Contact Hours	60

Course Outcomes

On completion of the course, the student will be able to:	
CO1	Understand the basic concepts of Human Resource Management and Human Resource Planning, identify the objectives, features, and principles of HRM, and explain their significance in organizational practices.
CO2	Explain the functions and evolution of Human Resource Management, describe the role of the HR manager, and differentiate Human Resource Management from personnel management.
CO3	Apply recruitment and selection methods, design training and development programs, and conduct job analysis to prepare job descriptions and job specifications suitable for organizational needs.
CO4	Analyze compensation differentiation and performance management practices, evaluate different HRM practices and performance appraisal methods, and assess their effectiveness in various organizational contexts.

Course Contents

Unit	Unit Title	Contents	Hours
I	Introduction to Human Resource Management and Human Resource Planning	Introduction to Human Resource Management, Evolution of Human Resource Management, Features of Human Resource Management, Objectives of Human Resource Management, Importance of Human Resource Management, Principles of Human Resource Management, Functions of Human Resource Management, Key functions including recruitment and selection, training and development, performance management, compensation and benefits, employee relations, compliance with labour laws, Challenges of Human Resource Management, Role of HR Manager, Difference between Human Resource Management and Personnel Management, Definition of Human Resource Planning, Need for Human Resource Planning, Importance of Human Resource Planning, Objectives of Human Resource Planning, Process of Human Resource	15

Unit	Unit Title	Contents	Hours
		Planning, Factors influencing estimation of human resources, Advantages of Human Resource Planning, Limitations of Human Resource Planning	
II	Job Analysis and Recruitment	Introduction to job analysis, Definition of job analysis, Objectives of job analysis, Process of job analysis, Methods of job analysis, Job description, Job specification, Job evaluation, Recruitment process, Definition and objectives of recruitment, Internal recruitment, External recruitment, Use of technology in recruitment, Selection, Selection process, Steps in selection process, Selection methods including interviews, assessment centers and psychometric tests, New trends in recruitment including social media recruitment, employer branding and diversity and inclusion in recruitment, Caselets related to Human Resource Planning	15
III	Training and Development	Introduction to training, Difference between training and development, Need for training, Methods of training, Introduction to employee development, Process of employee development, Recent trends in training and development, Caselets related to training and development	15
IV	Performance Appraisal and Performance Management	Introduction to performance management, Definition of performance management, Objectives of performance appraisal, Process of performance appraisal, Methods of performance appraisal, Traditional methods, Modern methods including 360 degree feedback and management by objectives, Performance management system, Setting performance standards, Monitoring and evaluating performance, Providing feedback and coaching, Caselets related to performance management	15

References and Suggested Readings

1. Gary Dessler, Human Resource Management, Pearson India Education Services
2. John Bratton and Jeffrey Gold, Human Resource Management: Theory and Practice, Palgrave Macmillan India
3. K. Aswathappa, Human Resource Management, McGraw Hill Education India
4. Michael Porter, HRM and Human Relations, Juta & Co. Ltd
5. P. Subba Rao, Personnel and Human Resource Management, Himalaya Publishing House

BBA23302 · Business Organisations and Systems

SY BBA			
Course Code	BBA23302	Number of Credits	4

Course Title	Business Organisations and Systems		
Course Type	Major	Total Contact Hours	60

Course Outcomes

On completion of the course, the student will be able to:	
CO1	Students understand the purpose of business
CO2	Students will understand the significance of different forms of business
CO3	Students learn how a business unit works and serves the society, historical progress of business as an economic entity, socio economic changes have led to economic development.
CO4	Students will study the new trends in commerce

Course Contents

Unit	Unit Title	Contents	Hours
I	Introduction to Business	Concept of business – meaning, definition, nature and scope, characteristics of business. Business as an economic activity. Objectives of business. Requisites for success in modern business. Meaning, scope and evolution of commerce & industry, Industrial Revolution, beginning and growth of Indian business, industrialisation in India. Globalization & challenges for Indian Business in the modern era..	15
II	Forms of Business Ownership Introduction to various forms	Structure of business.factors affecting choices of an ideal form of ownership, features merits and demerits of sole proprietorship – joint Hindu family business – partnership – joint stock company – co-operative organization, public enterprises.	15
III	Formation of a Company	Unit 3: Formation of a Company Stages in formation and incorporation of a company (e promotion – incorporation and registration – capital subscription – commencement of business. - documents of a company i.e. Memorandum of association – articles of association – prospectus	15
IV	Organization of Trade Channels of distribution	Meaning, functions and types. Internal trade – wholesale and retail External trade – import and export. Role and importance of support services to business such as transport insurance etc. Business combinations – mergers and acquisitions. Franchising. Business process outsourcing. Multinationals – concept and role of MNCs. Stock Exchange and Produce Exchange: Definition and Meaning, Importance, Functions, Listing, Dealers.	15

References and Suggested Readings

1. Organization And Management S.A. Sherlekar Himalaya Publishing House
2. Fundamental Of Business & Organization & Management Y.K. Bhushan S Chand Publishers
3. Business Organization And Management Basu, C. R Tata Mcgraw Hill, Publishing House, New Delhi, 1998
4. Business organization and management B S Moshal, J P Mahajan, J S Gujral Galgotia publishing co, new Delhi

Specialisation Minor Papers — Human Resource Management (HRM)**BBA23303HRM(A) · Compensation Management**

SY BBA			
Course Code	BBA23303HRM(A)	Number of Credits	2
Course Title	Compensation Management		
Course Type	Minor · Human Resource Management	Total Contact Hours	30

Course Outcomes

On completion of the course, the student will be able to:	
CO1	Learn basic compensation concepts and the context of compensation practice.
CO2	Recognize how pay decisions help the organization achieve a competitive advantage.
CO3	Demonstrate comprehension by constructing a compensation system encompassing; 1) internal consistency, 2) external competitiveness 3) employee contributions, 4) organizational benefit systems, and 5) administration issues.
CO4	Learn some of the implications for strategic compensation and possible employer approaches to managing legally required benefits.

Course Contents

Unit	Unit Title	Contents	Hours
I	Compensation management and Compensation theories	Introduction to compensation management Meaning, objectives and Factors affecting compensation Types of compensation- Direct compensation & indirect compensation Major components of wage, Methods of payment-Time rate method, piece rate method and monthly. Management of Compensation & compensation theories ,Compensation Planning, compensation for Workers and Managers, Two Factor theory of compensation,ERG Theory of compensation	15

Unit	Unit Title	Contents	Hours
II	Pay Systems and Incentive Plans	Pay Systems: Various type of pay systems- Performance based pay system Knowledge / skill-based pay Wage Policy at organizational Incentive System :Incentive Plans Concept, objective and limitations Topic Types of Incentives –Individual and Group based incentives , Individual incentives Plans-straight piece rate, standard hour, Halsey Premium Plan, Profit sharing, Stock options, Group Incentive Plans- Taylor differential piece rate system, Priests	15

References and Suggested Readings

1. Compensation & Reward Management, B.D. Singh Excel Book
2. Compensation , George T Milkovich, CS, George T Milkovich, CS, McGraw Hill
SU/SSBS/BBA/SBS0134

BBA23304HRM(B) · Legal Aspects in Human Resource

SY BBA			
Course Code	BBA23304HRM(B)	Number of Credits	2
Course Title	Legal Aspects in Human Resource		
Course Type	Minor · Human Resource Management	Total Contact Hours	30

Course Outcomes

On completion of the course, the student will be able to:	
CO1	To study and explain the rights of employees at the workplace, and to understand the legal issues related to Human Resource in an organisation.
CO2	To understand the basic concepts of Wage and Salary Administration.
CO3	To understand the applications of The Workmen's Compensation Act, 1923 and The Payment of Gratuity Act, 1972.

Course Contents

Unit	Unit Title	Contents	Hours
1	Introduction	Employer, employee, rights of an employee at the workplace. HR Policy: meaning and its importance. Legal issues related to Human Resource in the organisation.	7
2	Factories Act 1948	2.1 Introduction. 2.2 History of Factories Act, 1948. 2.3 Evolution of factories and industries. 2.8 Factory Act of 1948. 2.9 Salient features of Factories Act, 1948. 2.10	13

Unit	Unit Title	Contents	Hours
		Objectives of Factories Act, 1948. 2.11 Application of the Factories Act, 1948. 2.12 Definitions under the Factories Act, 1948. 2.13 Important provisions in the Factories Act, 1948. 2.15 Labour and welfare. Welfare measures: Washing facilities (Section 42), Facilities for storing and drying clothing (Section 43), Facilities for sitting (Section 44), First aid appliances (Section 45), Canteen (Section 46), Shelters, restrooms and lunch rooms (Section 47), Creches (Section 48). Health: Cleanliness (Section 11), Disposal of wastes and effluents (Section 12), Ventilation and temperature (Section 13), Dust and fume (Section 14), Overcrowding (Section 16), Lighting (Section 17), Drinking water (Section 18), Latrines and urinals (Section 19), Spittoons (Section 20). Safety: 21. Fencing of machinery. 22. Work on or near machinery in motion. 23. Employment of young persons on dangerous machines. 24. Striking gear and devices for cutting off power. 25. Self-acting machines. 26. Casing of new machinery. 27. Prohibition of employment of women and children near cotton-openers. 28. Hoists and lifts. 29. Lifting machines, chains, ropes and lifting tackles. 30. Revolving machinery. 31. Pressure plant. 32. Floors, stairs and means of access. 33. Pits, sumps, openings in floors, etc. 34. Excessive weights. 35. Protection of eyes. 36. Precautions against dangerous fumes, gases, etc. 36A. Precautions regarding the use of portable electric light. 37. Explosive or inflammable dust, gas, etc. 38. Precautions in case of fire. 39. Power to require specifications of defective parts or tests of stability. 40. Safety of buildings and machinery. 40A. Maintenance of buildings. 40B. Safety officers. 41. Power to make rules to supplement this Chapter.	
3	Women's Sexual Harassment Act 2013	Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act 2013: introduction, main features of the Act, provisions, Vishaka Guidelines.	10

References and Suggested Readings

1. Labour & Industrial Laws — S. N. Mishra — Central Law Publication, Allahabad
2. Industrial and Labour Laws — S. P. Jain, Simmi Agarwal — Dhanpat Rai & Co. (P) Ltd., New Delhi
3. Labour and Industrial Laws — P. K. Padhi — PHI Learning Private Ltd., Delhi
4. Labour and Industrial Laws — H. L. Kumar — Universal Publication, Delhi
5. <https://blog.ipleaders.in/laws-that-every-hr-should-know/>
6. <https://blog.ipleaders.in/factories-act/>

Specialisation Minor Papers — Marketing Management (MKT)

BBA23303MKT(A) · Consumer Behaviour

SY BBA			
Course Code	BBA23303MKT(A)	Number of Credits	2
Course Title	Consumer Behaviour		
Course Type	Minor · Marketing Management	Total Contact Hours	30

Course Outcomes

On completion of the course, the student will be able to:	
CO1	1. Students will learn the concept of consumer behavior and its scope. 2. The importance of consumer behavior in marketing decisions. Will be understood 3. They will remember the list of characteristics of consumer behavior.
CO2	1. Summarize the development of the consumer behavior field and the marketing concept. 2. Explain internal influences on consumer behavior including needs, motivation, personality, perception, learning, and involvement. 3. Describe external influences on consumer behavior including group dynamics, family, social class, culture, and opinion leadership. 4. Identify the factors influencing consumer decision-making processes.
CO3	1. Apply theories of motivation (e.g., Maslow's hierarchy of needs) to analyze consumer behavior. 2. Analyze consumer personality theories and their role in understanding consumer behavior. 3. Assess how perception affects consumer behavior in marketing contexts. 4. Evaluate the role of learning theories and consumer involvement in marketing strategies. 5. Apply models of attitudes to analyze consumer attitudes towards products and advertisements
CO4	1. Compare and contrast different theories of motivation and personality in the context of consumer behavior. 2. Analyze the influence of reference groups, family, social class, and culture on consumer behavior. 3. Evaluate the adoption process and factors influencing the diffusion of innovations in consumer markets.

Course Contents

Unit	Unit Title	Contents	Hours
I	Unit 1: Consumer Behaviour and Behaviour	Nature, scope & application, Consumer and Customer, Buyers and Users, Development of consumer behavior field Describe the Types of Consumers Explain the Importance of Consumer Behavior Explain Role of Consumer Behavior in Loyalty Marketing concept, Disciplines involved with consumer behavior in the study of consumer behavior, Importance of consumer behavior in marketing decisions; characteristics of consumer behavior, consumer behaviour-	10

Unit	Unit Title	Contents	Hours
		interdisciplinary approach , Explain the Model of Consumer Behavior	
II	Internal Influences on Consumer Behaviour	Consumer Needs & Motivation, Characteristics of motivation, arousal of motives, theories of needs & motivation-Maslow's hierarchy of needs, McClelland's APA theory, Murray's list of psychogenic needs, Bayton's classification of motives; self-concept & its importance; types of involvement. Consumer Personality- theories of personality- Freudian theory, Jungian theory, Neo- Freudian theory, Trait theory; Theory of self-images; Role of self-consciousness. Consumer Perception: Concept of absolute threshold limit, differential threshold limit & subliminal perception; Perceptual Process- selection, organization & interpretation. Learning & Consumer Involvement: learning theories- classical conditioning, instrumental conditioning, cognitive learning; involvement theory. Consumer Attitudes: Formation of attitudes; functions performed by attitudes; models of attitudes: Tri-component model, multi-attribute model, attitude towards advertisement model; attribution theory.	10
III	External Influences on Consumer Behaviour:	Group Dynamics & consumer reference groups Different types of reference groups; factors affecting reference group influence; reference group influence on products & brands; application of reference groups. Family & Consumer Behaviour: Consumer socialization process; consumer roles within a family; purchase influences and role played by children; family life cycle. Social Class & Consumer behaviour: Determinants of social class; characteristics of social class. Culture & Consumer Behaviour: Characteristics of culture; core values held by society & their influence on consumer behaviour; introduction to sub-cultural & cross-cultural influences. Opinion Leadership Process: Characteristics & needs of opinion leaders & opinion receivers; interpersonal flow of communication.	10

References and Suggested Readings

1. Consumer Behavior: Building ,Marketing Strategy, Del I. Hawkins, David L., Mothersbaugh, and Roger J. McGraw-Hill Education
2. Consumer Behavior: Insights from Indian Market, Gita Bajaj and Sangeeta Sahney, Pearson Education India
3. Consumer Behavior: Building Marketing Strategy, Del I. Hawkins, David L., McGraw-Hill Education
4. Consumer behavior texts and cases, Satish K. Batra, S H H Kazmi, Excel Publication

BBA23304MKT(B) · Personal Selling

SY BBA			
Course Code	BBA23304MKT(B)	Number of Credits	2
Course Title	Personal Selling		
Course Type	Minor · Marketing Management	Total Contact Hours	30

Course Outcomes

On completion of the course, the student will be able to:	
CO1	Students will be able to list and describe the nature and importance of personal selling, differentiate between personal selling, salesmanship, and sales management, and enumerate the characteristics of a good salesperson.
CO2	Students will be able to explain various types of selling situations and salespersons, discuss the selling functions and their types, and describe the buying motives and types of markets. They will also understand the characteristics of different types of consumers and their implications for the selling function.
CO3	Students will be able to apply the steps of the effective selling process, including prospecting, pre-approach, approach, presentation, demonstration, handling objections, closing, and post-sale activities. They will also be able to implement strategies for making selling an attractive career and managing distribution networks.
CO4	Students will be able to critically analyze different selling scenarios, evaluate the qualities of successful salespersons, and assess the advantages and challenges of a career in selling. They will also be able to analyze sales documents and reports, and address common problems in selling through case studies and role-playing exercises.

Course Contents

Unit	Unit Title	Contents	Hours
I	Introduction To Personal Selling	Nature and Importance of Personal Selling: Defining personal selling and its significance in business. Distinctions: Differences between personal selling, salesmanship, and sales management. Salesperson Characteristics: Essential traits of a good salesperson. Types of Selling Situations and Salespersons: Exploring various contexts and roles in selling. Limitations of Salesmanship: Challenges and limitations in the selling process.	10
II	Selling Functions and Processes	Selling Function and its Types: Core functions and different types of selling. Buying Motives and Market Types: Understanding consumer and industrial markets, and the motives behind buying decisions. Consumer Characteristics and Selling Implications: Analyzing	10

Unit	Unit Title	Contents	Hours
		different types of consumers and their impact on selling strategies. Effective Selling Process: Steps including prospecting, pre-approach, approach, presentation, demonstration, handling objections, closing, and post-sale activities.	
III	Selling as a career	Career Prospects in Selling: Advantages and challenges of a career in sales. Qualities of a Successful Salesperson: Key attributes for success in consumer services sales. Making Selling an Attractive Career: Strategies for enhancing career prospects in sales. Distribution and Network Relationships: Building and managing professional networks. Sales Documentation: Key documents including sales manuals, catalogs, order books, cash memos, tour diaries, and reports.	10

References and Suggested Readings

1. Personal Selling: A, Relationship Approach, Rolph E., Anderson, et al., Pearson Education
2. Selling and Sales Management, David Jobber, Geoffrey Lancaster
3. Sales Management ,Analysis and Decision Making, Thomas N., Ingram, et al., Cengage Learning
4. Fundamentals of Selling , Fundamentals of Selling , McGraw-Hill Education
5. Sales Force Management ,Leadership, Innovation, Technology, Mark W., Johnston, Greg W. Marshall , Routledge

Specialisation Minor Papers — Financial Management (FIN)

BBA23303FIN(A) · Basics of Corporate Accounting

SY BBA			
Course Code	BBA23303FIN(A)	Number of Credits	2
Course Title	Basics of Corporate Accounting		
Course Type	Minor · Financial Management	Total Contact Hours	30

Course Outcomes

On completion of the course, the student will be able to:	
CO1	To enable students to learn the types, nature and significance of shares and debentures.
CO2	To understand the accounting treatment of shares.
CO3	To impart the skills of accounting treatment of posting of various heads/transactions under different heads as per Companies Act 2023.

On completion of the course, the student will be able to:

CO4	To analyse the implications and accounting treatment of shares and debentures.
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Course Contents

Unit	Unit Title	Contents	Hours
I	Introduction of Accounting for Share Capital	Definitions, Nature of Companies, Types of Companies Underwriting of shares, Buyback of shares, Format of Final Books of Accounts	10
II	Preparation of Financial Statements:	Contents of financial statements of a joint stock company as per the Companies Act 2013 – Preparation of Statement of Profit & Loss, Statement of changes in equity, Balance Sheet	10
III	Accounting for issue of shares and debentures	Definitions of shares, debentures, Accounting for issue of shares, At par and premium. Issue of shares in kind, Accounting Treatment of over subscription and under subscription., Forfeiture of Shares, Re-issue of shares., Accounting for Issue of Debenture, Issue of Debentures in kind Accounting Treatment of over subscription and under subscription.	10

References and Suggested Readings

1. Chintan Patel, Bhupendra Mantri, Indian Accounting Standards, Taxmann Publications
2. T. P, Ghosh , Illustrated Guide To Indian Accounting Standards, Taxmann Publications
3. B. D, Chatterjee, Illustrated Guide To Indian Accounting Standards, Taxmann Publications
4. M.C. Shukla, T.S. Grewal and S. C. Gupta, Advanced Accounts, S. Chand &Co., New Delhi
5. S.N. Maheswari and S.K. Maheswari, Financial Accounting
6. R.L. Gupta and Radhaswamy, Advanced Accounting, Sultan Chand & Sons, New Delhi
7. Ashok Sehgal and Deepak Sehgal, Advanced Accounting, Volume2,Taxmann, New Delhi
8. Jain and Narang, Financial Accounting, Kalyani Publishers
9. P.C. Tulasian, Introduction to Accounting, Pearson Education

BBA23304FIN(B) · Fundamentals of Banking and Insurance

SY BBA			
Course Code	BBA23304FIN(B)	Number of Credits	2
Course Title	Fundamentals of Banking and Insurance		
Course Type	Minor · Financial Management	Total Contact Hours	30

Course Outcomes

On completion of the course, the student will be able to:	
CO1	To define key banking and insurance terms.
CO2	To explain the concept of risk and its role in banking and insurance.
CO3	To choose an appropriate bank account based on individual needs.
CO4	To assess the impact of technological advancements on banking and insurance practices.

Course Contents

Unit	Unit Title	Contents	Hours
I	Introduction and History of banks.	Definition of Banks., History of Indian Banks Significance of Banks, Types of Banks ,Commercial Banks,Cooperative Banks,Regional Rural Banks, Agricultural and Rural Development Banks, Development Banks,NABARD	10
II	Central Bank and UniversalBanking System	Meaning of central Bank History of Reserve Bank of India Functions of Reserve Bank of India Universal Banking System ADRs and GDRs, EXIM Bank, Functions of EXIM Banks	10
III	Fundamentals of Insurance	Definition, Purpose and Need of Insurance.Significance of Insurance , Principles of InsuranceE, Types of Insurance, Risks associated with insurance, Regulatory Body of Insurance	10

References and Suggested Readings

1. Principles and Practices of Banking, Indian Institute of Banking and Finance, Macmillan India Ltd
2. Mishra M.N. : Life Insurance Corporation of India, Vol. I, II, III – Raj Books, Jaipur.3. M.C. 3. Legal and Regulatory Aspects of Banking, Indian Institute of Banking and Finance, Macmillan India Ltd
3. Insurance: Fundamentals, Environment & Procedures Bodla, MC Gaeg
4. Insurance Products & Services Published by Indian Institute of Bankers, Published by Taxmann's

Specialisation Minor Papers — International Business Management (IB)**BBA23303IB(A) · International Business Environment**

SY BBA			
Course Code	BBA23303IB(A)	Number of Credits	2
Course Title	International Business Environment		

Course Type	Minor · International Business Management	Total Contact Hours	30
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Course Outcomes

On completion of the course, the student will be able to:	
CO1	Describe the key concepts of international business
CO2	Understand the relevance of Multinational Corporations (MNCs) in global trade
CO3	Evaluate and apply the environmental factors affecting international trade
CO4	Analyze international institutions and agreements role in international business

Course Contents

Unit	Unit Title	Contents	Hours
I	Introduction to Business Environment	Meaning, characteristics, scope, and significance of business environment Components of the business environment: Micro and macro environment. Analysis of business environment: SWOT analysis. Porter's Model	8
II	Introduction to International Business	Importance, nature, and scope of international business Modes of entry into International Business, internationalization process Multinational corporations (MNC's) and their involvement in international business; Issues in foreign investments Technology transfer, Pricing and regulations and strategic alliances.	8
III	International Business Environment	Economic and political environments in International Business Cultural and legal environments in International Business Technological and competitive environments in International Business, Framework for analyzing international business environment	8
IV	International Institutions and Agreements	WTO Role & functions IMF Role & functions World Bank role & functions FDI, Modes of FDI	6

References and Suggested Readings

1. International Business Environment, Black and Sundaram, Prentice Hall of India, New Delhi
2. International Business, Aswathappa, Tata Mc Graw Hill publications, New Delhi
3. International Business, P. Subha Rao , Himalaya Publishing House
4. Global Business Management, Adhikary, Manab, Macmillan Publishers, New Delhi

BBA23304IB(B) · Fundamentals of Supply Chain Management

SY BBA

Course Code	BBA23304IB(B)	Number of Credits	2
Course Title	Fundamentals of Supply Chain Management		
Course Type	Minor · International Business Management	Total Contact Hours	30

Course Outcomes

On completion of the course, the student will be able to:	
CO1	Describe the key concepts of Supply Chain & Logistics Management
CO2	Understand the Role of Information Technology in Logistics and Supply Chain Management
CO3	Evaluate Impact of Globalization on Logistics and Supply Chain Management
CO4	Analyse Global Issues and Challenges in Logistics and Supply

Course Contents

Unit	Unit Title	Contents	Hours
I	Understanding The Supply Chain	Supply Chain & Supply Chain Management- Concepts, supply chain stages, Objective of A Supply Chain, Importance of Supply Chain Decisions, Decision Phases in a Supply Chain, Process Views of a Supply Chain, SCM process flows–Material flow, information, and money flow Drivers of Supply Chain Performance-facilities, inventory, transportation, information, sourcing, and pricing.	08
II	Transportation and Sourcing Decisions in a Supply Chain	Role of Transportation in a Supply Chain, Modes of Transportation and Their Performance Characteristics, Transportation Infrastructure and Policies Role of Sourcing in a Supply Chain, In-House or Outsource, Third- and Fourth-Party Logistics Providers Role of IT in Sourcing	07
III	Introduction to Logistics Management	Meaning, Basic Concepts of Logistics- Logistical Performance Cycle, Inbound Logistics, Inprocess Logistics, Outbound Logistics Objectives of Logistics, Importance of Logistics, Scope of Logistics, Logistical Functions/Logistic Mix, Changing Logistics Environment Customer Service: Key Element of Logistics Meaning of Customer Service, Objectives, Elements, Levels of customer service, Rights of Customers	08
IV	Recent Trends in Logistic and	Role of Information Technology in Logistics and Supply Chain Management Managing the Global Supply Chain, Impact of Globalization on Logistics and	07

Unit	Unit Title	Contents	Hours
	Supply Chain Management	Supply Chain Management Global Logistics Trends, Global Issues and Challenges in Logistics and Supply Chain Management Overview of e-supply chain & e-logistics	

References and Suggested Readings

1. Supply Chain & Logistics Management, Bowersox, Closs & Cooper, Tata McGraw Hill
2. Supply Chain Management: Strategy Planning & Operations, Sunil Chopra, Peter Meindl, Pearson
3. Logistics Management, Shridhar Bhat, Himalaya
4. Supply Chain Management, Shridhar Bhat, Himalaya
5. Logistics & Supply Chain Management, Martin Christopher, Prentice Hall- Pearson

BBA23305 · Basics of Business Analytics

SY BBA			
Course Code	BBA23305	Number of Credits	2
Course Title	Basics of Business Analytics		
Course Type	Multidisciplinary	Total Contact Hours	30

Course Outcomes

On completion of the course, the student will be able to:	
CO1	Recall basic formatting techniques in Excel
CO2	Explain the basic concepts of business analytics
CO3	Analyze data using functions like VLOOKUP, HLOOKUP and pivot tables

Course Contents

Unit	Unit Title	Contents	Hours
1	Introduction to Business Analytics and Excel Formatting	Introduction to Business Analytics, Types of Analytics, Areas of Analytics, Why Excel as Business Analytics Tool, Need of Analytics, Custom formatting introduction, Custom formatting example, Logical functions, Lookup and reference functions, VLOOKUP function, HLOOKUP function, MATCH function, INDEX and OFFSET function, Statistical functions including SUMIFS, COUNTIFS, PERCENTILE, QUARTILE, STDEV, MEDIAN and RANK	08

Unit	Unit Title	Contents	Hours
2	Data Analysis Using Pivot Tables	Pivot table introduction, Pivot table features, Concept of creating a pivot table, Grouping in pivot table introduction, Grouping in pivot table example, Custom calculation, Calculated field and calculated item, Calculated field example, Calculated item example, Slicer introduction, Creating a slicer	07
3	Dashboarding and Data Cleaning in Excel	Dashboard concept, Principles of great dashboard design, Creating charts in Excel, Chart formatting, Thermometer chart, Pareto chart, Form controls in Excel, Interactive dashboard using form controls, Chart with checkbox, Interactive chart, Flash fill, Text to columns, Remove duplicates, Formulas	09
4	Introduction to Power BI	Power Pivot, Power View, Power Query, Power Map	06

References and Suggested Readings

1. Seven Habits of Highly Effective Teens Covey Sean New York, Fireside Publishers, 1998
2. How to win Friends and Influence People, Carnegie Dale New York: Simon & Schuster, 1998
3. I am ok, You are ok Thomas A Harris New York-Harper and Row, 1972
4. Emotional Intelligence Daniel Coleman, Bantam Book, 2006

BBA23306 · Personality Development

SY BBA			
Course Code	BBA23306	Number of Credits	2
Course Title	Personality Development		
Course Type	Ability Enhancement	Total Contact Hours	30

Course Outcomes

On completion of the course, the student will be able to:	
CO1	To build self-confidence, enhance self-esteem, and improve the overall personality of the students.
CO2	The student will be able to understand, analyze, develop and exhibit an accurate sense of self.
CO3	To Think critically. To enhance the competencies of the students.
CO4	To groom the students for appropriate behavior in social and professional circles

Course Contents

Unit	Unit Title	Contents	Hours
I	Introduction to Personality Development	Introduction to Personality Development: Definition, Nature and importance of Perception. factors influencing the perception. Personality traits and theories, Attitude & Motivation Attitude - Concept - Significance – Factors affecting attitudes - Positive attitude – Advantages –Negative attitude-, Disadvantages - Ways to develop positive attitude - Differences between personalities having positive and negative attitude, Concept of motivation - Significance – Internal and external motives - Importance of self-motivation- Factors leading to demotivation.	13
II	Self Grooming: Group Dynamics	Time Management, Self-esteem, Self Confidence, Assertiveness, Self Grooming, Body Language, Problem Solving, Conflict and Stress Management, Decision Making Skills, Character Building, Good Manners and Etiquettes	07
III	Social and Corporate Etiquettes:	Team Building, Interpersonal Relations, Personal Branding, Leadership Skills, Presentation Skills, Personal skills- Stress Management, Negotiation skills, Conflict Management, Anger Management , Work Ethics	10

References and Suggested Readings

1. Seven Habit of Highly Effective Teens Covey Sean New York, Fireside Publishers, 1998
2. How to win Friends and Influence People, Carnegie Dale New York: Simon & Schuster, 1998
3. I am ok, You are ok Thomas A Harris New York-Harper and Row, 1972
4. Emotional Intelligence Daniel Coleman, , Bantam Book, 2006

BBA23307 · Foreign Language I

SY BBA			
Course Code	BBA23307	Number of Credits	2
Course Title	Foreign Language I: Arabic / German / French / Japanese (2023 batch) Foreign Language – German (2024 batch)		
Course Type	Skill Enhancement	Total Contact Hours	30

Course Outcomes

On completion of the course, the student will be able to:	
CO1	Recall and identify basic German vocabulary, greetings, common expressions, numbers, and simple grammatical structures used in everyday communication.
CO2	Explain the use of basic German grammar such as articles, pronouns, sentence structure, and simple verb conjugations in written and spoken contexts.
CO3	Use basic German vocabulary and grammatical rules to construct simple sentences and short dialogues related to daily activities, city descriptions, directions, and personal information.

Course Contents

Unit	Unit Title	Contents	Hours
I	Introduction to German Language	German alphabets and sounds, international words used in German language, greetings according to time of the day, countries languages and nationalities, introducing oneself and others, personal pronouns, conjugation of weak verbs, introduction to W-questions, self introduction dialogues, basic conversations using greetings, spelling names and practicing pronunciation through listening and speaking activities	10
II	Hobbies, Professions and Daily Activities	Hobbies and free time activities of oneself and friends, professions and responsibilities related to professions, days of the week, numbers from 1 to 1000, definite articles, conjugation of helping verbs sein and haben, yes/no questions, practicing numbers through conversations about age phone numbers and birth dates, formation of simple German sentences using verbs articles and conjunctions	10
III	Months, Seasons and Everyday Communication	Vocabulary related to vehicles months and seasons, indefinite articles and negation articles, imperative form of Sie for formal requests, introduction and usage of adjectives, making conversations in daily situations such as asking for address, making requests and giving instructions, formation of negation sentences and simple dialogues using vocabulary of weekdays months and seasons	5
IV	Family and Professions	Vocabulary related to family members and relationships, possessive pronouns and articles in nominative and accusative case, prepositions am um im, writing and speaking about family members and professions, reading and practicing dialogues about family background and occupation	5

References and Suggested Readings

1. Stefanie Dengler, Paul Rusch, Helen Schmitz, Tanja Sieber — Netzwerk Neu (A1 Course Book) — Ernst Klett Sprachen, Stuttgart / Goyal Publishers India
2. Giorgio Motta — Hallo Deutsch 1, 2, 3 — Goethe Institute / Goyal Publishers
3. Vivek Uttam Gosavi — Sprachlotsen 1 German Coursebook Std. 11 — Maharashtra State Textbook Bureau, Mumbai
4. Vivek Uttam Gosavi — Deutsch Kreativ Aktiv German Composite Course Std. 8 — Maharashtra State Textbook Bureau, Mumbai

BBA23308 · Democracy and Gender Sensitization

SY BBA			
Course Code	BBA23308	Number of Credits	2
Course Title	Democracy and Gender Sensitization		
Course Type	Value Added	Total Contact Hours	30

Course Outcomes

On completion of the course, the student will be able to:	
CO1	To understand the core concepts and principles of democracy.
CO2	To analyze the different forms of democratic governance.
CO3	To evaluate the strengths and weaknesses of democratic systems.
CO4	To develop critical thinking skills to assess democratic challenges.

Course Contents

Unit	Unit Title	Contents	Hours
I	Introduction of Democracy	Definition and core concepts of democracy, Historical evolution of democracy, Philosophical underpinnings of, democracy, Liberalism, Socialism, Communism, Type of democracy, Direct, Representative, Participatory	10
II	Democratic Institutions and Processes	Meaning and History of Constitution, Significant features of Indian Constitution, Role of Constitution, Structure of Indian Constitution, Fundamental Rights, Fundamental Duties, Structure of Indian Judiciary, Role of civil society and media in democracy	10
III	Gender Sensitization and Equality in India	Definition of gender sensitization and equality, Importance of gender equality in India, Gender-Based Violence, Types of gender-based violence, Legal framework and policies Challenges in addressing gender-based Violence, Gender Equality and	10

Unit	Unit Title	Contents	Hours
		Empowerment, Concept of gender equality, Strategies for gender empowerment, Role of education in promoting gender Equality, Gender in the Workplace, Gender disparities in the workplace, Issues faced by women at workplace, Affirmative measures taken to improve workplace environment for women, Gender in Politics, Representation of women in politics, Measures to enhance women Participation, Gender and Media, Portrayal of gender in media, Impact of media on gender attitudes and behaviors.	

References and Suggested Readings

1. CONSTITUTIONAL GOVERNMENT AND DEMOCRACY IN INDIA, by Abhay Prasad Singh & Krishna Murari
2. State of Democracy in India: Essays on Life and Politics in Contemporary Times by Manas Ray
3. Fascism and Democracy by George Orwell
4. Editor Missing : The Media in Today & India by RUBEN BANERJEE
5. A WORLD OF EQUALS: A TEXTBOOK ON GENDER by A. Suneetha Susie Tharu
6. GENDER EQUALITY by Khushbu Rupani & Neeta Manwani

BBA23309 · Physical Education

SY BBA			
Course Code	BBA23309	Number of Credits	2
Course Title	Physical Education		
Course Type	Co-Curricular	Total Contact Hours	30

Draft for approval

This syllabus has been drafted on the pattern followed by Indian universities for a two-credit co-curricular course under NEP 2020. It awaits ratification by the Board of Studies.

Course Outcomes

On completion of the course, the student will be able to:	
CO1	Explain the meaning, aims and scope of physical education and describe the dimensions of health and wellness and their determinants.
CO2	Identify the health-related and skill-related components of physical fitness and assess personal fitness using standard field tests.

On completion of the course, the student will be able to:

CO3	Demonstrate basic yogic practices, warm-up and conditioning routines, and the fundamental skills of a chosen team and individual game.
CO4	Evaluate personal lifestyle factors such as nutrition, posture, stress and activity levels, and prepare a personal fitness and activity plan.

Course Contents

Unit	Unit Title	Contents	Hours
I	Physical Education, Health and Wellness	Physical education: meaning, definition, aims and objectives; its place in general education; modern concept and scope of physical education. Health: meaning and dimensions — physical, mental, social, emotional and spiritual; determinants of health; personal hygiene. Wellness: meaning, components, and the relationship between physical activity and wellness. Sedentary lifestyle and common lifestyle disorders — obesity, hypertension, diabetes and cardiovascular disease — and the role of regular physical activity in their prevention. Physical education and sport in India: the Olympic movement in brief, national sports awards, the Fit India Movement and Khelo India.	10
II	Physical Fitness and Its Assessment	Physical fitness: meaning, need and importance. Health-related components: cardio-respiratory endurance, muscular strength, muscular endurance, flexibility and body composition. Skill-related components: speed, agility, balance, coordination, power and reaction time. Principles of exercise: warm-up, conditioning and cool-down; overload, progression, specificity and recovery. Simple measurement of health status: height, weight, Body Mass Index, waist-to-hip ratio, resting heart rate and blood pressure. Field testing of fitness: Cooper twelve-minute run or walk, sit-and-reach, push-ups, sit-ups, standing broad jump and the 50-metre dash. Recording, interpreting and tracking personal fitness scores.	10
III	Yoga, Sports Participation and Lifestyle Management	Yoga: meaning, origin and importance; a brief introduction to Ashtanga Yoga; the Common Yoga Protocol. Selected asanas: Tadasana, Vrikshasana, Trikonasana, Bhujangasana, Paschimottanasana, Vajrasana and Shavasana. Pranayama: Anulom-Vilom, Kapalabhati and Bhramari. Meditation and its benefits; the International Day of Yoga. Sports and games: fundamental skills, basic rules and the duties of officials for any one team game (volleyball, basketball, kabaddi, kho-kho, football or cricket) and any one individual game (badminton, table tennis, athletics or chess).	10

Unit	Unit Title	Contents	Hours
		Posture: correct posture, common postural deformities and corrective exercises. Balanced diet and hydration for an active life. Stress management through physical activity. Elementary first aid and the prevention of common sports injuries. Maintenance of a personal fitness and activity log.	

References and Suggested Readings

1. Kamlesh, M. L., Physical Education: Facts and Foundations, Friends Publications, New Delhi
2. Singh, Ajmer, and others, Essentials of Physical Education, Kalyani Publishers, Ludhiana
3. Uppal, A. K., Physical Fitness and Wellness, Friends Publications, New Delhi
4. Bucher, C. A., Foundations of Physical Education and Sport, The C. V. Mosby Company, St. Louis
5. Gupta, Rakesh, Health and Physical Education, Pinnacle India Education Publishers, New Delhi
6. Iyengar, B. K. S., Light on Yoga, HarperCollins Publishers, New Delhi
7. Hoeger, W. W. K., and Hoeger, S. A., Principles and Labs for Fitness and Wellness, Cengage Learning
8. Ministry of Ayush, Common Yoga Protocol, Government of India, New Delhi
9. Ministry of Youth Affairs and Sports, Fit India Movement and Khelo India guidelines, Government of India, New Delhi

Semester IV

BBA23401 · Management Information System

SY BBA			
Course Code	BBA23401	Number of Credits	4
Course Title	Management Information System		
Course Type	Major	Total Contact Hours	60

Course Outcomes

On completion of the course, the student will be able to:	
CO1	To describe the role of information technology and decision support systems in business and record the current issues with those of the firm to solve business problems.
CO2	To understand the fundamental principles of computer-based information systems analysis and design and develop an understanding of the principles and techniques used.
CO3	Apply the understanding of how various information systems like DBMS work together to accomplish the information objectives of an organization
CO4	Analyse and Compare the processes of developing and implementing information systems.

Course Contents

Unit	Unit Title	Contents	Hours
I	Introduction to MIS and Management information system in a digital firm	MIS concept, Definition, Role of the MIS, Components of MIS, Objectives of MIS, Functions of MIS, Advantages of MIS, Impact of the MIS, MIS and the user, Management as a control system, MIS a support to management, Development process of the MIS, System View and Status of MIS in Organizations, Framework for Understanding MIS and its Role at Various Management	15
II	System analysis and design	Introduction, Why Study Systems Analysis, Introduction to a System, Characteristics of a System, Elements of a System, Classification of Systems, Systems Study, Systems Analysis and Systems Approach, Systems Analysis Methodologies, System Development Life Cycle, Structured Analysis Development Method, Systems Prototype Method, System Analyst as a Professional, Roles of a Systems	15

Unit	Unit Title	Contents	Hours
		Analyst, Systems Analysis Skills, Library Professionals as System Analyst, Case Study	
III	Information system applications	MIS applications, DSS – GDSS - DSS applications in E enterprise - Knowledge Management System and Knowledge Based Expert System - Enterprise Model System and E-Business, E- Commerce, E-communication, Business.Process Reengineering.	15
IV	Technology of information system:	Part A:- Data process- Transaction and application process Information system process; Unified communication and network; Security challenges in E-enterprises; Security threats and vulnerability- Controlling security threat and vulnerability. Part B:- Database management system: Objectives of database approach- Characters of database Management systems- Data processing system- Components of DBMS packages Database administration- Data models - Data warehouse.	15

References and Suggested Readings

1. “Management Information Systems — Jawadekar, W.S — Tata McGraw Hill Private Limited, New Delhi, 2009
2. Management Information Systems” — Kenneth C. Laudon and Jane P. Laudon: — /e, Pearson Education, New Delhi
3. Database Management Systems” — Alex Leon and Mathew Leon: — Vikas Publishing House, New Delhi
4. Management Information System — Goyal, D.P. — MACMILLAN India Limited, New Delhi, 2008

BBA23402 · Production and Operation Management

SY BBA			
Course Code	BBA23402	Number of Credits	3
Course Title	Production and Operation Management		
Course Type	Major	Total Contact Hours	60

Course Outcomes

On completion of the course, the student will be able to:	
CO1	To explore the students to various layout followed in manufacturing industries.
CO2	To get an understanding of different manufacturing methods.

On completion of the course, the student will be able to:

CO3	To help the students to understand the importance of effective decision making in the area of production
CO4	To Analyze the importance of Layout and inventory management and Control for the efficiency of production activities

Course Contents

Unit	Unit Title	Contents	Hours
1	Introduction to Production and Operations Management	Introduction, Meaning and Definition, Classification, Objectives and Scope of Production and Operation Management, Automation Introduction, Meaning and Definition, Need, Types, Advantages and Disadvantages, Nature of production, Production as a system, Production as an organization function, Decision making in production, Importance of production function, Scope of production and operations management, Characteristics of modern production and operations function, JIT Significance and concepts	15
2	Plant Location and Layout	Introduction, Meaning and Definition, Factors affecting location, Theory and practices, Cost factor in location, Plant layout principles, Types of plant layout, Process layout, Product layout, Combined layout, Static product layout or project layout, Cellular layout, Job shop layout meaning of each type, Space requirement, Different types of facilities, Organization of physical facilities building, Sanitation, Lighting, Air conditioning and safety	15
3	Materials Management	Introduction, Meaning and Definition, Purchasing, Selection of Suppliers, Inventory Management, Material Handling Principles and Practices, Economic Consideration, Criteria for Selection of Materials Handling Equipment, Standardization, Codification, Simplification, Inventory Control, Techniques of Inventory Control	15
4	Production Planning and Quality Control	Objectives and Concepts, Capacity planning, Corresponding production planning, Controlling, Scheduling, Routing, Quality Control, Statistical Quality Control, Quality Management, Control charts and operating characteristic curves, Acceptance sampling procedures, Quality Circle, Meaning of ISO and TQM, Productivity, Factors influencing productivity, Concept of Standard Time, Method study, Time and Motion Study, Charts and Diagrams, Work Measurements	15

References and Suggested Readings

1. Production and Operations Management — S.N. Chary — Tata McGraw-Hill Publishing Company Limited
2. Production and Operations Management — Aswathappa K — Himalaya Publishing House
3. Production and Operations Management — S.A Chunawalla, D.R. Patel — Himalaya Publishing House
4. Production and Operations Management — Thomas E. Morton
5. Production and Operation Management — N.G Nair — Tata McGraw-Hill Publishing Company Limited

BBA23403 · Entrepreneurship Development

SY BBA			
Course Code	BBA23403	Number of Credits	3
Course Title	Entrepreneurship Development		
Course Type	Major	Total Contact Hours	45

Course Outcomes

On completion of the course, the student will be able to:	
CO1	Define and recall the fundamental concepts of entrepreneurship including entrepreneur, entrepreneurship, entrepreneurial culture, types of entrepreneurship, entrepreneurial traits, and the role of women entrepreneurs.
CO2	Explain the entrepreneurial environment in India, the role and relevance of Entrepreneurial Development Programmes (EDPs), and the functions of institutions supporting entrepreneurial development.
CO3	Apply the principles of project identification, project formulation, project appraisal, profitability and risk analysis, and identify appropriate sources of finance for entrepreneurial ventures.
CO4	Analyze the legal and statutory requirements, government support, incentives, and challenges involved in establishing and managing small-scale industries.

Course Contents

Unit	Unit Title	Contents	Hours
1	Entrepreneur	The Entrepreneur General concept and definition, Entrepreneur and Entrepreneurship, Entrepreneurial culture, Types of Entrepreneurship, Entrepreneurial traits, Woman Entrepreneur	15
2	Environment and Entrepreneurial	Entrepreneurial environment in India, Entrepreneurial Development Programmes EDPs Role, Relevance and Achievement of EDPs in India, Institutions for	15

Unit	Unit Title	Contents	Hours
	Development and Project Appraisal and Management	entrepreneurial development, Search for business ideas, Project identification and formulation, Project appraisal, Profitability and risk analysis, Sources of finance	
3	Legal and Statutory Environment for Small Industry Small Scale Industrial Undertakings	Legal formalities in setting up of SSIs Business Laws, Governmental Setup in promoting small industries, Financial institutions, Social Responsibility of Business, Status of Small Scale Industrial Undertakings, Steps in starting a small industry, Incentives and subsidies, Problems in small enterprise management, Sickness and Preventions	15

References and Suggested Readings

1. Entrepreneurship Development — S.S. Khanka — S. Chand Publishing
2. Innovation and Entrepreneurship — Peter F. Drucker — Harper Business
3. Dynamics of Entrepreneurial Development — Vasant Desai — Himalaya Publishing
4. Entrepreneurial Development — Dr. P.C. Shejwalkar — Everest Publishing

BBA23404 · Business Law

SY BBA			
Course Code	BBA23404	Number of Credits	4
Course Title	Business Law		
Course Type	Major	Total Contact Hours	60

Course Outcomes

On completion of the course, the student will be able to:	
CO1	Explain the essentials of valid contracts, including offer, acceptance, consideration, capacity, consent, legality, discharge, and remedies under the Indian Contract Act, 1872.
CO2	Analyze the provisions of the Sale of Goods Act, 1930, relating to conditions, warranties, ownership transfer, and rights of an unpaid seller.
CO3	Interpret the nature, characteristics, rights, and duties of partners under the Indian Partnership Act, 1932, and compare them with provisions of the Limited Liability Partnership Act, 2008.
CO4	Examine the features, types, parties, and legal rules relating to negotiable instruments, including endorsement, dishonor, and discharge under the Negotiable Instruments Act, 1881.

On completion of the course, the student will be able to:

CO5	Apply the principles of business law to resolve practical business disputes and ensure legal compliance in commercial transactions.
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Course Contents

Unit	Unit Title	Contents	Hours
1	The Indian Contract Act 1872	Contract meaning, characteristics and kinds, Essentials of a valid contract, Offer and acceptance Definition, Rules, Communication and Revocation of offer and acceptance, Consideration Definition, Elements, Types, Rules, No Consideration No Contract and its exceptions, Capacity to Parties Definition and Types, Consent, Free consent, Coercion, Undue Influence, Fraud, Misrepresentation, Mistake, Legality of objects and Consideration, Void and Voidable agreements Definition, Types and Distinction, Discharge of a contract Modes of discharge, Breach and Remedies against breach of contract, Specific Contracts Contingent contracts, Quasi contracts, Contract of Indemnity, Guarantee, Bailment, Pledges	15
2	The Sale of Goods Act 1930	Contract of sale meaning and difference between sale and agreement to sell, Conditions and warranties, Transfer of ownership in goods including sale by a non owner, Unpaid seller meaning, rights of an unpaid seller against the goods and the buyer	15
3	The Indian Partnership Act 1932	Definition Partner, Partnership, Nature and Characteristics of Partnership, Types of Partners, Registration of a Partnership Firms and consequences of non registration, Rights and Duties of Partners, Dissolution of firms meaning and grounds, The Limited Liability Partnership Act 2008 Definition, Salient Features of LLP, Advantages and disadvantages of LLP, Differences between LLP and Partnership, LLP and Company, Incorporation of LLP	15
4	The Negotiable Instruments Act 1881	Definition, Features, Types, Parties of Negotiable Instruments Promissory Note, Bill of Exchange, Cheque Definition and Types, Endorsement Meaning and Types of Endorsement, Holder and Holder in Due Course, Privileges of Holder in Due Course, Dishonour of Negotiable Instruments Modes, Consequences, Notice of Dishonour, Noting and Protesting, Discharge of Negotiable Instruments Meaning and Modes	15

References and Suggested Readings

1. Business Law — Arora Sushma — Taxmann Publication
2. A Book of Business Laws — Jena B and Mohapatra — Himalaya Publishing House

3. Business Law — S K Matta, Geetika Matta — Vrinda Publications (P) Ltd
4. Business Laws — Tejpal Singh — Pearson Publication

Specialisation Minor Papers — Human Resource Management (HRM)

BBA23405HRM · Employee Recruitment and Record Keeping- Theory + Practical

SY BBA			
Course Code	BBA23405HRM	Number of Credits	4
Course Title	Employee Recruitment and Record Keeping- Theory + Practical		
Course Type	Minor · Human Resource Management	Total Contact Hours	60

Course Outcomes

On completion of the course, the student will be able to:	
CO1	Explain the concept of entrepreneur and entrepreneurship, types, traits, and the role of women entrepreneurs.
CO2	Analyze the entrepreneurial environment in India and evaluate the role and achievements of Entrepreneurial Development Programmes (EDPs).
CO3	Examine institutions and government support systems for entrepreneurial development and small-scale industries.
CO4	Apply knowledge of project identification, formulation, and appraisal techniques including profitability and risk analysis.
CO5	Evaluate the legal, financial, and statutory frameworks related to setting up and managing small-scale industries.

Course Contents

Unit	Unit Title	Contents	Hours
1	HRP and Forecasting	Recruitment Process and Techniques, Job Analysis and Workforce Planning, Sourcing Strategies Online and Offline, Recruitment Marketing Social Media, Career Portals and Referrals, Applicant Tracking Systems and Recruitment Metrics	15
2	Recruitment Process and Techniques	Definition and Importance of Recruitment, Types of Recruitment Internal and External, Strategic Role of Recruitment in Organizations, Employer Branding and Talent Attraction Strategies, Selection Methods Tests, Interviews and Assessments, Legal and Ethical Considerations in Recruitment, Onboarding Objectives, Process and Best Practices	15

Unit	Unit Title	Contents	Hours
3	HR Records and Information System	Objectives and Introduction, HR Records, Purposes of HR Records, Principles of Record Keeping, Human Resource Information System HRIS, Steps in Implementation of HRIS, Areas of Application of HRIS, Types of Employee Records Recruitment, Performance and Personal Details, Record Keeping Systems Digital and Manual, Data Privacy and Security in Employee Records, Technology and Trends in Recruitment and Record Keeping, Role of AI and Machine Learning in Recruitment, Cloud Based Record Management Systems, Future Trends Gamification, Predictive Analytics and Blockchain	15
4	Computer Course Prescribed Course or Online Course	Computer Enabled Project Topics for Practical, Blockchain integration, People analytics tools, Real time performance management, Biometric time tracking, Connected platforms in the workplace, Harassment reporting tools, HRMS Business Value, HCM cloud application, Employee engagement, Human Resources Cloud Powerhouse emerging technologies including AI, Chatbots, Blockchain and Internet of Things IoT, Data Security and Privacy Controls, HRMS to Oracle HCM Cloud, Core Human Resources Onboarding, Benefits, Absence Management, Workforce Modeling and Predictions, Workforce Directory, HR Help Desk, Work Life Solutions, Advanced HCM Controls	15

References and Suggested Readings

1. Human Resource Management — L. M. Prasad — Sultan Chand & Company Ltd. New Delhi
2. Human Resource Management — K. Ashwathappa — Tata McGraw Hill New Delhi
3. Personnel Management — C. B. Matoria — Himalaya Publishing House Mumbai
4. Personnel & Human Resource Management — A.M. Sharma — Himalaya Publishing House Mumbai
5. Human Resource Management — S. S. Khanka — Sultan Chand & Company Ltd. New Delhi

BBA23406HRM · Strategic Human Resource Management

SY BBA			
Course Code	BBA23406HRM	Number of Credits	2
Course Title	Strategic Human Resource Management		
Course Type	Minor · Human Resource Management	Total Contact Hours	30

Course Outcomes

On completion of the course, the student will be able to:	
CO1	Explain the meaning, evolution, and models of Strategic HRM and distinguish it from traditional HRM.
CO2	Analyze the alignment between corporate strategy and HR functions through strategic HR planning and business goal integration.
CO3	Evaluate workforce planning approaches, employee relations strategies, and change management practices in organizational restructuring.
CO4	Apply methods for developing human resources strategically through training, career systems, and retention practices.

Course Contents

Unit	Unit Title	Contents	Hours
1	Introduction to Strategic Human Resource Management SHRM	Strategic HRM Overview Definition, Evolution, Strategic HR vs Traditional HR, HR Causal Chain, Models of SHRM Universalistic, Contingency, Configurational, Behavioral Perspectives, Corporate Strategy and HR Alignment, Strategic HR Planning, Aligning HR with Business Goals	8
2	Strategic Recruitment Workforce Development and Managing Employee Relations and Change	Strategic Workforce Planning Objectives, Types Aggregate and Succession Planning, Strategic Development of Human Resources Training, Career Systems, Employee Relations Role of Unions, Strategic Collective Bargaining, Retention Strategies, Change and Restructuring Managing Change, Strategic Restructuring of Work Systems	8
3	Ethics Competencies and HR Metrics in SHRM	Corporate Ethics and Values Ethical Challenges, Promoting Organizational Values, Competencies of HR Professionals HR Leadership, Professionalism, Evaluating SHRM Effectiveness Metrics and Measurements, HR Impact on Performance, Challenges in Strategic Human Resource Management Impact of technology, HR issues and challenges related to technology, Ethical Behavior, Workforce Demographic changes and diversity	14

References and Suggested Readings

1. Strategic human resource management: a resource driven perspective — Das Pulak — Cengage Learning
2. Strategic Human Resource Management — J.A.Mello, 2018 — Cengage Learning
3. Strategic Human Resource Management — C. Greer, 2001 — Pearson
4. Strategic Human Resource Development — J. Grievess, 2003 — Sage Publications

5. Behavioral Perspective of Strategic Human Resource Management — S.E. Jackson, 2000 — Sage Publications

Specialisation Minor Papers — Marketing Management (MKT)

BBA23405MKT · Social Media Marketing- Theory + Practical

SY BBA			
Course Code	BBA23405MKT	Number of Credits	4
Course Title	Social Media Marketing- Theory + Practical		
Course Type	Minor · Marketing Management	Total Contact Hours	60 (30 teaching + 30 practical)

Course Outcomes

On completion of the course, the student will be able to:	
CO1	Explain the fundamentals of social media marketing, including consumer- generated content, types of platforms, and community-building principles.
CO2	Analyze Facebook's role in marketing and develop effective Facebook-based business strategies, including advertising options.
CO3	Apply tools and techniques for planning, executing, and monitoring social media campaigns across different platforms.

Course Contents

The unit table below sets out the teaching component. The practical component is scheduled separately.

Unit	Unit Title	Contents	Hours
1	Introduction to Social Media Marketing	Introduction to Social Media Marketing, Consumer Generated Contents CGC, Impact of Social Media, Advantages and Disadvantages of Social Media, Types of Social Media, Social Media for Business use, Community Building Principles	6
2	Social Media Marketing with Facebook	Social Media Marketing with Facebook, Facebook place in the Marketing World, Facebook user statistics and other interesting details, Facebook key features, Facebook for Business, Developing Facebook Marketing Strategy, Facebook Advertising	6
3	Social Media Analytics	Tools for Social Media Advertising, Planning and executing social media campaigns, Overview of Social Media Analytics tools, Types of Analytics in Social Media Analytics, Listening, Advertising Analytics, Analytics from CMS and CRM, Analytics Process, Metrics, Dashboards and Reports	8

Unit	Unit Title	Contents	Hours
4	Social Media Advertising Campaign Practical	Social Media Advertising Campaign, Create a Facebook Business Manager account, Develop a social media advertising campaign on Facebook or Instagram for a chosen target audience, Define campaign objectives, Audience targeting criteria, Ad formats, Budget allocation, Monitor campaign performance metrics such as reach, engagement and conversion rates	10

References and Suggested Readings

1. Social Marketing in India — Sameer Deshpande, Philip Kotler, Nancy R. Lee — Pearson Publication
2. Social Media Analytics Strategy — Alex Goncalves — Apress
3. Marketing with Social Media — Linda Coles — Pearson Publication
4. Digital marketing — Gauri Jadhav

BBA23406MKT · Advertising and Sales Promotion

SY BBA			
Course Code	BBA23406MKT	Number of Credits	2
Course Title	Advertising and Sales Promotion		
Course Type	Minor · Marketing Management	Total Contact Hours	30

Course Outcomes

On completion of the course, the student will be able to:	
CO1	Explain the fundamentals of advertising including its definition, nature, scope, and role in marketing communication.
CO2	Identify and analyze elements of an advertisement, apply creativity techniques, and evaluate ethical issues in advertising.
CO3	Compare and apply different advertising media, strategies, and planning processes for effective campaigns.
CO4	Evaluate media effectiveness using appropriate metrics and techniques to support strategic decisions.

Course Contents

Unit	Unit Title	Contents	Hours
1	Fundamentals of Advertising	Introduction to Advertising Definition, Nature and Scope, Role of Advertising in Marketing Communication, Elements of an Advertisement Headline, Copy, Visuals and Layout, Creativity in	10

Unit	Unit Title	Contents	Hours
		Advertising Importance and Techniques, Ethics in Advertising Controversial Ads and Regulatory Bodies	
2	Advertising Media and Strategy	Overview of Advertising Media Print, Electronic, Outdoor and Digital, Media Planning Definition, Importance and Process, Media Selection Criteria and Factors Influencing Choice, Strategic Advertising Campaigns Planning and Execution, Measuring Media Effectiveness Metrics and Techniques	10
3	Sales Promotion and Consumer Behavior	Sales Promotion Definition, Objectives and Importance, Types of Sales Promotion Trade, Consumer and Retailer Promotions, Consumer Behavior Factors Influencing Buyer Decisions, Integration of Advertising and Sales Promotion, Case Studies Real life Examples of Successful Promotions	10

References and Suggested Readings

1. ADVERTISING & SALES PROMOTION — S. H. H. Kazmi, Satish K. Batra — Excel Books, New Delhi
2. ADVERTISING AND PROMOTION- An Integrated Marketing Communications Perspective — George E. Belch, Michael A. Belch, Keyoor Purani — Tata McGraw Hill Education Pvt. Ltd, New Delhi
3. ADVERTISING MANAGEMENT- Concept & Cases — Mahendra Mohan — Tata McGraw Hill Education Pvt. Ltd, New Delhi
4. ADVERTISING PLANNING & IMPLEMENTATION — Sangeeta Sharma, Raghuvir Singh — PHI Learning Pvt. Ltd, New Delhi

Specialisation Minor Papers — Financial Management (FIN)

BBA23405FIN · Basics of Corporate Accounting- Part II+ Practical

SY BBA			
Course Code	BBA23405FIN	Number of Credits	4
Course Title	Basics of Corporate Accounting- Part II+ Practical		
Course Type	Minor · Financial Management	Total Contact Hours	60

Course Outcomes

On completion of the course, the student will be able to:	
CO1	Define and explain the concepts of underwriting, its types, importance, and related intermediaries in capital issues.

On completion of the course, the student will be able to:

CO2	Analyze the role of underwriting commission, payments, sub-underwriters, brokers, and managers in security issues.
CO3	Explain and apply the process of redemption of preference shares, including determination of new shares and problem-solving stages.
CO4	Evaluate the significance of debenture redemption, sources of redemption, and treatment of interest, discount, or loss.
CO5	Undertake a mini project to integrate theoretical knowledge with practical application in securities and corporate finance.

Course Contents

Unit	Unit Title	Contents	Hours
1	Underwriting of Shares and Debentures	Definition, Types of Underwriting, Importance of Underwriting, Underwriting Commission and Payments, Sub underwriters, Brokers, Managers to the issue, Applications Marked, Unmarked and Firm underwriting Applications	15
2	Redemption of Preference Shares	Definitions, Significance of Redemption of Preference Shares, Determination of the amount of New Shares, Stages in solving problems	15
3	Redemption of Debentures	Definition, Importance of Redemption of Debentures, Sources of Redemption of Debentures, Interest on Debentures, Discount or Loss on issue of Debentures, Methods of Redemption of Debentures	15
4	Mini Project	Mini Project	15

References and Suggested Readings

1. BASIC CORPORATE ACCOUNTING (Text and Assignments) NEP 2024 Edition (2 vols set) — R. Monga , Raj Bahadur — Scholar Tech Press
2. Corporate Accounting — Dr. S.M. Shukla Dr. K.L. Gupta — Sahitya Bhawan Publications
3. Corporate Accounting-6E — S. N. Maheshwari, Suneel K. Maheshwari Sharad and T. K. Maheshwari — Vikas Publishing House

BBA23406FIN · Fundamentals of Banking and Insurance- Part II

SY BBA			
Course Code	BBA23406FIN	Number of Credits	2
Course Title	Fundamentals of Banking and Insurance- Part II		
Course Type	Minor · Financial Management	Total Contact Hours	30

Course Outcomes

On completion of the course, the student will be able to:	
CO1	Explain the regulatory framework of banking, insurance, and securities in India, including the role of RBI, IRDAI, and SEBI.
CO2	Analyze insurance operations such as underwriting, claims settlement, and mechanisms for consumer protection and grievance redressal.
CO3	Evaluate the role of insurance in social security and risk mitigation in the Indian financial system.
CO4	Examine the impact of globalization, fintech, and digital finance on financial regulation, and assess future challenges and crisis management strategies in India.

Course Contents

Unit	Unit Title	Contents	Hours
1	Regulatory Architecture of Banking and Insurance Sectors in India	Banking Regulations Act 1949 Functions, Powers, Role in regulating the banking sector, Insurance Regulatory and Development Authority of India IRDAI Functions, Powers, Role in regulating the Insurance sector, Securities Exchange Board of India, Relationship between different regulatory bodies and the government	10
2	Insurance Operations and Consumer Protection	Insurance underwriting and claims settlement process, Regulations related to market conduct and consumer protection in insurance, Grievance redressal mechanisms for policyholders, Role of insurance in social security and risk mitigation	10
3	Current Trends and Challenges in Financial Regulation	Impact of globalization and international regulatory standards on the Indian financial sector, Regulatory challenges related to fintech and digital finance, Financial stability and crisis management in the Indian context, Future of financial regulation in India	10

References and Suggested Readings

1. Fundamentals of Retail Banking — O.P. Agarwal — Himalaya Publishing House
2. Fundamentals of Insurance — Alok Goyal, Mridula Goyal — VK Global Publications Pvt Ltd
3. Fundamentals of Banking and Finance — Dr. Mukund Mahajan — Nirali Prakashan

Specialisation Minor Papers — International Business Management (IB)**BBA23405IB · Import Export Procedure Theory + Practical**

SY BBA			
Course Code	BBA23405IB	Number of Credits	4

Course Title	Import Export Procedure Theory + Practical		
Course Type	Minor · International Business Management	Total Contact Hours	60 (30 teaching + 30 practical)

Course Outcomes

On completion of the course, the student will be able to:	
CO1	Explain the regulatory framework of international trade, including global trade components, Indian trade policy, IEC, licensing, and DGFT regulations.
CO2	Analyze and prepare various international trade documents such as commercial invoice, bill of lading, packing list, airway bills, and customs-related documents.
CO3	Apply knowledge of export preliminaries and licensing requirements to establish a business firm and comply with statutory registrations for foreign trade.
CO4	Evaluate the aligned documentation system, classify documents related to goods, shipment, payment, inspection, excisable goods, and foreign exchange regulations.

Course Contents

The unit table below sets out the teaching component. The practical component is scheduled separately.

Unit	Unit Title	Contents	Hours
1	Introduction to Regulatory Framework	Introduction to global trade and its components, Overview of Indian import export policy, Understanding Import Export Code IEC licensing and regulations, Trade Policy, Composition and direction of Foreign Trade, Simplification in documentation developments in August 2005, DGFT related documentation at a single place, Reduction of documents to five for customs purposes	5
2	Documentation and Procedures in International Trade	Detailed study of key documents Commercial Invoice, Air Waybills, Bill of Lading, Packing List, Processing of an export order steps and documentation flow, Role of customs and excise in international trade	5
3	Export Preliminaries	Introduction, Establishing a business firm, Selection of name of firm, Approval of the name of firm, Registration of organization, Opening of bank account, Obtaining permanent account number, Registration with sales tax authorities, Importer exporter code number, Registration cum membership certificate, Registration with ECGC, Registration under central excise law, Registration with other authorities, Export licensing	6
4	Documentation Framework: Aligned Documentation System	Advantages of the aligned documentation system, situation today, commercial documents, principal export documents, auxiliary export documents, regulatory documents, classification of commercial and regulatory documents, documents related to goods, documents	14

Unit	Unit Title	Contents	Hours
		related to shipment, documents related to payment, documents relating to inspection, documents related to excisable goods, and documents related to foreign exchange regulations.	

Practical Component (30 hours)

No.	Practical	Objective and Activity
1	Document Preparation and Review	Objective. To understand and create essential international trade documents. Activity. Each student selects a product for export. Students create a full set of documents for an export transaction, including the commercial invoice, packing list, bill of lading and certificate of origin. Students then review and critique one another's documents in class for accuracy and completeness.
2	Online IEC Application Simulation	Objective. To learn the process of applying for an Importer Exporter Code online. Activity. Students navigate the DGFT website to understand the step-by-step process for applying for an IEC, prepare a simulated application form with fictional business details, and write a reflection on the challenges and key learnings from the simulation.
3	Import Duty Calculation Exercise	Objective. To calculate import duties for various products based on their classification. Activity. Students select a range of products and determine their HS Codes using the Indian Trade Classification (ITC-HS), compute the total import duty for each product using available online customs duty calculators, and discuss the impact of these duties on pricing and import decisions.
4	Customs Compliance Challenge	Objective. To navigate the complexities of customs compliance for imports and exports. Activity. Students research and prepare a detailed guide on the regulatory requirements for importing a specific product into India, including the necessary documents and certifications, and create a checklist for exporters from India to ensure compliance with foreign customs regulations. Findings are presented to the class, highlighting common compliance issues and how to address them.

References and Suggested Readings

1. International Trade: Theory and Policy — Paul Krugman, Maurice Obstfeld — Pearson Education
2. Export-Import Theory, Practices, and Procedures — Belay Seyoum — Routledge
3. International Logistics: The Management of International Trade Operations — Pierre A. David — Cengage Learning
4. Import/Export: How to Take Your Business Across Borders — Carl Nelson — McGraw-Hill Education
5. Global Logistics and Supply Chain Management — John Mangan, Chandra Lalwani — Wiley

BBA23406IB · Foreign Trade in India

SY BBA			
Course Code	BBA23406IB	Number of Credits	2
Course Title	Foreign Trade in India		
Course Type	Minor · International Business Management	Total Contact Hours	30

Course Outcomes

On completion of the course, the student will be able to:	
CO1	Define trade and list its types. Recall key international trade theories. List characteristics and problems of India's internal trade. Memorize key trade terminologies and abbreviations.
CO2	Explain the difference between internal and international trade. Understand the basis of each trade theory. Describe the trade dynamics on India's eastern and western coasts. Comprehend the concept of 'Terms of Trade'.
CO3	Discuss the relevance of trade theories in modern economics. Apply trade theories to specific real-world scenarios. Use trade terminologies in appropriate contexts. Evaluate the impact of recent world trade scenarios on local economies.
CO4	Analyze the effects of different trade theories on global trade patterns. Evaluate the applicability of trade theories to emerging markets. Compare and contrast the economic impacts of eastern vs western coastal trade.

Course Contents

Unit	Unit Title	Contents	Hours
1	Introduction to Trade	Introduction, Trade its meaning and types, Difference between internal and international trade, Theories of International Trade, India Internal Trade characteristics and problems, Eastern and Western coastal trade, Terms of Trade, Trade terminology and abbreviations, General developments during planning period, Recent world trade scenario, Recent changes in trade policy	10
2	Foreign Trade of India	Foreign Trade of India before and after independence, During planning period, Recent trends in India Foreign Trade, Major items of exports composition direction and future prospects, Major items of imports composition direction and future prospects, India Balance of Trade and Balance of Payments	10
3	Trade Authorities and Institutions	Free trade and protective trade policies, Trade agreements bilateral and multilateral trade agreements, GATT, UNCTAD, WTO, India major trading partners, Financing of foreign trade, National level financing institutions EXIM Bank, ECGC and other institutions in financing of foreign trade, STC, MMTC, SEZ and EPZ, Export promotion	10

References and Suggested Readings

1. Foreign Trade regimes and Economics development — Bhagwati J. Srinivasan
2. Foreign Trade of India — Jaiswal Bimal & A.K.Singh
3. Trade of India — Palekar

BBA23407 · Foreign Language – I

SY BBA			
Course Code	BBA23407	Number of Credits	2
Course Title	Foreign Language – I		
Course Type	Skill Enhancement	Total Contact Hours	30

Course Outcomes

On completion of the course, the student will be able to:	
CO1	Identify and explain German vocabulary, expressions, and basic grammatical structures related to places in the city, directions, transportation, and everyday communication.
CO2	Use appropriate German vocabulary and grammatical forms such as modal verbs, accusative case, and irregular verbs to communicate in situations like ordering food, interacting in cafés, and expressing preferences.
CO3	Interpret simple German conversations and texts related to health, fitness, and medical situations, and differentiate the use of modal verbs, conjunctions, and imperative forms in communication.
CO4	Construct simple spoken and written sentences in German to describe daily routines, tell time, schedule appointments, and participate in basic conversations using correct grammar and vocabulary.

Course Contents

Unit	Unit Title	Contents	Hours
I	Meine Stadt Information about City adjective and opposites Gegenteile	Vocabulary related to different places in the city like railway station, museum, monuments, bus stop, Directions and telling location, Name of vehicles and their halt stations, Grammar indefinite articles, negation articles, Imperative of Sie formal, Introduction and usage of Conversations such as asking address, making requests or giving orders, Make conversations in German in daily life situations using vocabulary related to directions, road maps and asking address of place, Write and formulate negation sentences, Learn how to give orders and make polite requests using imperative	9
II	Guten Appetit Food and Drinks	Vocabulary for food and drinks, Starting conversations, Meeting in cafes, Ordering food and paying the bill, Grammar strong irregular verbs, Modal verbs mögen and möchten, Akkusative case and associated verbs Conversations in cafes and restaurants at reception counter, Make conversation related to restaurants and	9

Unit	Unit Title	Contents	Hours
		cafes using accusative and modal verbs möchten and mögen, Understand subject and direct object in the sentence, Talk about favourite food and ask questions about food and understand likes and dislikes of another person	
III	Fit und gesund Health and Fitness	Vocabulary related to body parts, illness and medicines, Information about medical professions in hospitals, Grammar imperative form of du and ihr, Modal verbs sollen, müssen and dürfen, Conjunctions and, but and or Conversations in clinic and hospitals, Read blogs of medical professionals, Practicing dialogues in pairs as doctor and patient, Discussing about home remedies	6
IV	Alltag und Uhrzeit Daily Routine and Clock Time	Learning clock time, Questions and prepositions associated with clock time, Taking formal appointments and casual meetings, Describing daily routine, Grammar modal verbs müssen, wollen and Make sentences using modal auxiliary verbs, Writing and speaking about daily routine or routine on Sunday, Read and tell time and use it for making and cancelling appointments, Writing about daily routine	6

References and Suggested Readings

1. Stefanie Dengler, Paul Rusch, Helen Schmitz, Tanja Sieber — Netzwerk neu (A1 course book) — 2020 — Ernst Klett Sprachen, Stuttgart Goyal Publishers (In India)
2. Giorgio Motta — Hallo Deutsch 1,2, 3 — 2016 (Reprinted in 2018, 2019, 2020) — Goethe Institute (Goyal Publishers)
3. Maharashtra State Bureau of Textbook Production and Curriculum Research, Pune — Sprachlotsen 1 — German Coursebook Std 11 — Vivek Uttam Gosavi, Maharashtra State
4. Deutsch Kreativ Aktiv — Deutsch Kreativ Aktiv — German Composite Course Std 8 — Vivek Uttam Gosavi, Maharashtra State

Semester V

BBA23501 · Research Methodology

TY BBA			
Course Code	BBA23501	Number of Credits	4
Course Title	Research Methodology		
Course Type	Major	Total Contact Hours	60

Course Outcomes

On completion of the course, the student will be able to:	
CO1	Explain the fundamental concepts of research, types, and the research process, and formulate clear and concise research problems with a comprehensive literature review.
CO2	Collect data from different methods and techniques, including questionnaire design and pilot studies, to gather reliable primary and secondary data.
CO3	data processing tasks such as editing, coding, classification, and tabulation to prepare data for analysis.
CO4	Demonstrate proficiency in using research tools and software for data collection, management, and analysis.
CO5	various research designs and sampling techniques, and construct appropriate hypotheses and sampling plans for research studies.

Course Contents

Unit	Unit Title	Contents	Hours
I	Introduction to Research	Meaning, Objectives, Types of Research (Descriptive, Analytical, Applied, Fundamental, Qualitative & Quantitative), Research Process, Criteria of Good Research, Research Problem Identification, Literature Review, Purpose, Sources & Writing	15
II	Research Design & Sampling	Research Design ,Concepts, Types (Exploratory, Descriptive, Causal), Hypothesis , Formulation & Types, Measurement Tools, Scaling, Sampling Design, Probability & Non-Probability Sampling Techniques, Sample Size Determination	15
III	Data Collection & Processing	Sources of Primary & Secondary Data, Data Collection Methods (Observation, Interview, Questionnaire), Questionnaire Construction, Pilot Study, Data Editing, Coding, Classification, Tabulation	15

Unit	Unit Title	Contents	Hours
IV	Report Writing & Ethics	Report Writing, Types, Layout, Structure, Footnotes, Bibliography, APA Referencing, Ethical Issues in Research, Plagiarism, Research Paper Writing	15

References and Suggested Readings

1. Research Methodology: Methods and Techniques — C.R. Kothari — New Age International
2. Business Research Methods — Donald R. Cooper & Pamela Schindler — McGraw-Hill
3. Research Methodology for Social Sciences — K.N. Krishnaswamy et al. — Himalaya
4. Research Methods: The Concise Knowledge Base — William M.K. Trochim — Atomic Dog

BBA23502 · Strategic Business Management

TY BBA			
Course Code	BBA23502	Number of Credits	3
Course Title	Strategic Business Management		
Course Type	Major	Total Contact Hours	45

Course Outcomes

On completion of the course, the student will be able to:	
CO1	Students will be able to identify and differentiate between various types of insurance products, distribution channels, and target customer groups.
CO2	Students will be able to explain the organization and functioning of the insurance industry and its market structure.
CO3	Students will be able to evaluate the role of insurance in managing personal and business risks effectively.
CO4	Students will be able to analyze current trends and key challenges affecting the insurance market in India and globally.

Course Contents

Unit	Unit Title	Contents	Hours
1	Strategic Foundations and Environmental Analysis	Introduction to Strategic Management, Definition of Strategy and Strategic Management, Scope of Strategic Management, Importance in a Dynamic Business Environment, Strategic Management Process and Levels, Steps in the Strategic Management Process, Levels of Strategy Corporate Level Strategy Business Level Strategy Functional Level Strategy, Vision Mission and Strategic Intent, Vision Statement Purpose	11

Unit	Unit Title	Contents	Hours
		and Characteristics, Mission Statement Meaning and Formulation, Strategic Intent Stretch Leverage Fit, Objectives and Goals, External Environmental Analysis, PESTLE Analysis Political Economic Social Technological Legal Environmental, Porter's Five Forces Model, Internal Environment Analysis, Resources and Core Competencies, Capabilities and Competitive Advantage RBV and VRIO Framework, Value Chain Analysis	
2	Strategy Formulation and Choice	Introduction to Strategy Formulation, Meaning and Importance of Strategy Formulation, Levels of Strategy Corporate Business and Functional, From Vision to Strategic Choice A Process Overview, Business Level Strategies Porter's Generic Strategies, Cost Leadership Strategy Achieving Competitive Advantage Through Cost Efficiency, Differentiation Strategy Creating Uniqueness in Products Services, Focus Strategy Cost Focus and Differentiation Focus in Niche Markets, Corporate Level Strategies, Diversification Strategies Related and Unrelated Diversification Strategic Rationale and Risk Factors, Integration Strategies Vertical Forward and Backward and Horizontal Integration, Strategic Alliances and Joint Ventures Collaboration for Market Entry or Innovation, Mergers and Amalgamations Growth via Consolidation and Synergies, International and Global Strategy Options, Multi Domestic Strategy, Global Strategy, Transnational Strategy, Entry Modes Exporting Licensing FDI Franchising, Strategic Analysis Tools for Strategy Choice, BCG Matrix Boston Consulting Group Matrix, GE McKinsey Matrix, Ansoff's Product Market Growth Matrix, SPACE Matrix Strategic Position and Action Evaluation, QSPM Quantitative Strategic Planning Matrix, Strategy Selection and Risk Assessment, Criteria for Strategy Evaluation and Choice, Strategic Fit Feasibility and Acceptability, Identifying and Assessing Strategic Risks, Balancing Risk with Return in Strategic Decisions	11
3	Strategy Implementation	Meaning and Importance of Strategy Implementation, Strategic vs Operational Implementation, Role in the Strategic Management Process, Aligning Organizational Elements with Strategy, Organizational Structure and Strategy Fit, Centralization vs Decentralization, Formalization and Coordination Mechanisms, Strategic Resource Management, Resource Allocation and Prioritization, Operational Planning and Goal Setting, Functional Strategies Marketing Finance HR etc, Leadership and Organizational Culture, Role of	11

Unit	Unit Title	Contents	Hours
		Leadership in Strategy Execution, Building a Strategy Supportive Culture, Change Management and Communication, Institutionalizing the Strategy, Developing Supporting Policies, Systems and Procedures for Implementation, Budgeting and Strategic Resource Control, Addressing Implementation Challenges, Common Barriers to Implementation, Overcoming Organizational Resistance, Best Practices for Effective Implementation	
4	Strategic Evaluation Control and Emerging Themes	Introduction to Strategic Evaluation and Control, Purpose and Importance of Evaluation in Strategic Management, Types of Strategic Control, Relationship Between Strategy Formulation Implementation and Evaluation, Strategic Control Processes, Premise Control, Implementation Control, Behavioral and Surveillance Control, Strategic vs Operational Control, Performance Measurement and Monitoring, Key Performance Indicators KPIs, Performance Dashboards, Balanced Scorecard Approach, Linking Strategy to Performance Outcomes, Corporate Governance and Strategic Ethics, Role of Corporate Governance in Strategy, Ethical Decision Making in Strategic Contexts, Corporate Social Responsibility CSR and Strategic Alignment, Adaptation and Strategy Renewal, Strategic Feedback Loops, Organizational Learning and Agility, Strategy Recalibration and Continuous Improvement, Emerging Strategic Issues, Digital Transformation and AI in Strategy, Innovation and Disruption, Environmental and Social Sustainability, Globalization and Geo Strategic Risks	12

References and Suggested Readings

1. Strategic Management: Concepts and Cases — Fred R. David & Forest R. David — Pearson Education
2. Crafting and Executing Strategy: The Quest for Competitive Advantage — Arthur A. Thompson, A.J. Strickland III & John E. Gamble — McGraw Hill
3. Business Policy and Strategic Management — P. Subba Rao — Himalaya Publishing House

BBA23503 · Project Management

TY BBA			
Course Code	BBA23503	Number of Credits	3
Course Title	Project Management		

Course Type	Major	Total Contact Hours	45
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Course Outcomes

On completion of the course, the student will be able to:	
CO1	Explain the phases and fundamentals of project management.
CO2	Develop project scope, timelines, and resource plans using basic tools.
CO3	Apply risk assessment and communication strategies to project scenarios.
CO4	Analyze and evaluate project performance and suggest improvements.

Course Contents

Unit	Unit Title	Contents	Hours
1	Introduction to Project Management	Definition, Importance, characteristics of a project, Types of projects, Project lifecycle, Roles and skills of a Project Manager, Project environment and stakeholders	10
2	Project Planning and Scheduling	Project charter, Feasibility study, Work Breakdown Structure (WBS), Gantt charts, milestones, Project scheduling using PERT and CPM, Critical Path, Time estimation techniques, Budgeting and resource allocation	12
3	Budgeting, Execution, Communication & Risk Management	Team formation, Leadership, Stakeholder communication, Conflict resolution, Cost estimation and budgeting, Resource allocation and leveling, Risk identification and mitigation, Risk matrix, Contingency planning	12
4	Monitoring, Control and Closure	Performance metrics, Earned Value Management (EVM), Change control, Project audit and review, documentation, Key Performance Indicators (KPIs), Project closure and lessons learned	11

References and Suggested Readings

1. Project Management — K. Nagarajan — New Age International Publishers
2. Project Management for Business and Engineering — John M. Nicholas, Herman Steyn — Routledge
3. Fundamentals of Project Management — Joseph Heagney — AMACOM/American Management Association
4. Project Management: The Managerial Process — Erik W. Larson & Clifford F. Gray — McGraw-Hill Education
5. Total Project Management: The Indian Context — P. K. Joy — Macmillan India

BBA23504 · Business Ethics

TY BBA

Course Code	BBA23504	Number of Credits	4
Course Title	Business Ethics		
Course Type	Major	Total Contact Hours	60

Course Outcomes

On completion of the course, the student will be able to:	
CO1	To identify and define key ethical concepts, issues, and theories in business contexts.
CO2	To employ ethical reasoning models to resolve ethical dilemmas in organizational settings.
CO3	To critically assess business practices—both ethical and unethical—and their consequences.
CO4	To develop and implement ethical codes and governance systems within

Course Contents

Unit	Unit Title	Contents	Hours
1	Foundations of Business Ethics	Introduction to Business Ethics, Definition and Meaning of Business Ethics, Nature and Characteristics of Business Ethics, Scope and Relevance in Modern Business, Importance of Ethics in Corporate and Professional Life, Major Ethical Theories in Business, Utilitarianism Maximizing Overall Good, Deontological Ethics Duty and Rules, Virtue Ethics Character and Moral Virtues, Determinants of Ethical Behavior, Individual Factors Values Personality Moral Development, Organizational Factors Culture Leadership Incentives, External Influences Laws Industry Norms Stakeholder Expectations, Moral Reasoning and Ethical Decision Making, Velasquez's Framework, Rights Based Ethics, Justice and Fairness Approach, Applying Frameworks to Real World Business Dilemmas, Promoting Ethics in Organizations, Codes of Ethics and Conduct, Ethics Committees and Advisory Boards, Training Communication and Whistleblower Mechanisms, Monitoring Reporting and Ethical Audits	15
2	Ethical Decision Making and Organizational Culture	Ethical Decision Making Frameworks, Stages of Ethical Decision Making, Identifying Ethical Issues and Stakeholders, Analyzing Alternatives and Consequences, Making and Implementing Ethical Decisions, Reviewing Outcomes and Learning from Decisions, Individual Influences on Ethical Behavior, Personal Values and Moral Identity, Integrity	15

Unit	Unit Title	Contents	Hours
		Conscience and Personal Responsibility, Cultural and Societal Norms, Moral Development Theories Kohlberg's stages, Situational and Contextual Influences, Peer Pressure and Group Norms, Ethical Climate and Organizational Culture, Power Dynamics Authority and Hierarchical Influence, Time Pressure Role Conflict and Ambiguity, Building and Sustaining an Ethical Organizational Culture, Role of Ethical Leadership and Role Modeling, Ethics Training and Communication Programs, Establishing Ethics Hotlines and Reporting Mechanisms, Reinforcing Ethics through Recognition and Discipline	
3	Governance and Stakeholder Ethics	Principles of Corporate Governance, Meaning and Objectives of Corporate Governance, Core Principles Accountability Transparency Fairness Responsibility, Board Structure Roles and Responsibilities, Governance in Family Owned and Public Enterprises, Stakeholder Theory and Ethical Engagement, Defining Stakeholders and Their Interests, Identifying and Prioritizing Stakeholders, Strategies for Stakeholder Engagement and Dialogue, Balancing Conflicting Stakeholder Expectations, Legal and Ethical Compliance in the Indian Context, Major Indian Corporate Governance Regulations SEBI Companies Act 2013, Role of Regulatory Bodies SEBI NSE BSE, Ethics in Compliance Beyond Legal Obligations, Case References from Indian Corporates, Ethical Auditing and Integrity Systems, Purpose and Scope of Ethical Audits, Tools and Techniques for Ethics Assessment, Developing and Monitoring Integrity Systems, Reporting and Addressing Ethical Violations, Learning from Governance Failures, High Profile Governance Breakdowns Global and Indian Cases, Root Causes Greed Negligence Lack of Oversight, Lessons and Reforms from Ethical Collapses, Role of Whistleblowers and Media	15
4	Ethics in Functional Areas and Emerging Issues	Financial Ethics, Ethical Responsibilities in Financial Decision Making, Insider Trading Legal and Moral Implications, Creative Accounting and Financial Misreporting, Transparency Disclosure and Investor Trust, Marketing Ethics, Truthfulness in Advertising and Promotion, Ethical Pricing Strategies Price Gouging Predatory Pricing, Consumer Privacy and Data Use in Marketing, Ethics in Branding and Consumer Protection, Human Resource Ethics, Workplace Equity and Fair Treatment, Ethical Issues in Recruitment and Performance Management, Privacy Surveillance and Employee Consent, Sexual Harassment Discrimination	15

Unit	Unit Title	Contents	Hours
		and Grievance Redressal, Operations and Supply Chain Ethics, Product Safety and Quality Assurance, Ethical Sourcing and Supplier Relations, Environmental Responsibility and Sustainability in Operations, Worker Safety and Labor Rights in Manufacturing, Emerging Ethical Issues in Business, Technology and AI Ethics Bias Fair Use and Automation, Data Ethics Privacy Consent and Protection, Environmental Sustainability and ESG Responsibilities, Ethics in a Globalized and Digitized Economy	

References and Suggested Readings

1. Business Ethics: Concepts and Cases — Manuel G. Velasquez — Pearson Education
2. Business Ethics: Text and Cases from the Indian Perspective — Ananda Das Gupta — Springer
3. Business Ethics – Concepts and Applications — C.S.V. Murthy — Pearson Education

Specialisation Minor Papers — Human Resource Management (HRM)

BBA23505HRM · HR Accounting

TY BBA			
Course Code	BBA23505HRM	Number of Credits	2
Course Title	HR Accounting		
Course Type	Minor · Human Resource Management	Total Contact Hours	30

Course Outcomes

On completion of the course, the student will be able to:	
CO1	Define the concepts and significance of Human Resource Accounting.
CO2	Compare and contrast various methods of human resource valuation.
CO3	Apply HRA principles to assess the value and contribution of human resources in a firm.
CO4	Evaluate the implications of HRA in HR and financial decision-making.

Course Contents

Unit	Unit Title	Contents	Hours
1	Introduction to Human Resource Accounting	1.1 Concept and definitions. 1.2 Objectives and importance of HRA. 1.3 Historical development of HRA. 1.4 Limitations and challenges.	9

Unit	Unit Title	Contents	Hours
2	Methods of Human Resource Valuation	2.1 Cost-based approaches. 2.2 Historical cost. 2.3 Replacement cost. 2.4 Value-based approaches. 2.5 Present value of future earnings. 2.6 Lev & Schwartz Model.	11
3	Impact and Applications of HRA	3.1 Role in managerial decisions. 3.2 HR planning and strategy. 3.3 Benefits to investors and stakeholders. 3.4 Emerging trends in HRA. 3.5 Case studies and company examples.	10

References and Suggested Readings

1. Human Resource Accounting: Advances in Concepts, Methods and Applications — Eric G. Flamholtz
2. Research on Management and Human Behavior — Rensis Likert
3. American Accounting Association (1973)
4. On the Use of the Economic Concept of Human Capital in Financial Statements — Lev, B., and Schwartz, A. (1971)

BBA23506HRM · Cross Cultural HRM and Industrial Relations

TY BBA			
Course Code	BBA23506HRM	Number of Credits	2
Course Title	Cross Cultural HRM and Industrial Relations		
Course Type	Minor · Human Resource Management	Total Contact Hours	30

Course Outcomes

On completion of the course, the student will be able to:	
CO1	Define the concepts and significance of Cross Cultural HRM and international relations.
CO2	Compare global industrial relations systems and their influence on HR policy.
CO3	Identify strategies for managing workforce diversity across cultures.

Course Contents

Unit	Unit Title	Contents	Hours
1	Fundamentals of Cross-Cultural HRM	1.1 Meaning and scope of Cross-Cultural HRM. 1.2 Concept of culture, nationality and global HRM. 1.3 Cultural frameworks: Hofstede, Trompenaars, GLOBE. 1.4 Cultural impact on HRM practices — recruitment, communication and leadership. 1.5 Expatriation and repatriation: issues and practices. 1.6 Approaches to international staffing: PCN, HCN, TCN. 1.7 Strategies	10

Unit	Unit Title	Contents	Hours
		for managing cultural differences; cultural implications for recruitment, selection and training.	
2	Essentials of International Industrial Relations	2.1 Concept and importance of Industrial Relations. 2.2 Role of trade unions, collective bargaining and labour laws internationally. 2.3 Influence of globalisation on IR; IR practices in multinational corporations. 2.4 International performance appraisal: cultural influences and criteria. 2.5 Global industrial relations systems and their challenges. 2.6 Cross-border mergers and acquisitions from an HRM perspective.	10
3	Managing Workforce Diversity and Emerging Issues	3.1 Multicultural team management; organisational culture and diversity. 3.2 Diversity and inclusion in global organisations; diversity management approaches. 3.3 Cross-cultural training and development; team building in international contexts. 3.4 Cross-cultural training methods: cultural assimilators, experiential learning. 3.5 Role of technology and digital tools in global HRM. 3.6 Ethical and legal considerations in global HRM and IR. 3.7 Cross-cultural communication and conflict resolution.	10

References and Suggested Readings

1. International Human Resource Management (7th ed.) — Dowling, P. J., Festing, M., and Engle, A. D. (2017) — Cengage Learning
2. Cultures and Organizations: Software of the Mind (3rd ed.) — Hofstede, G., Hofstede, G. J., and Minkov, M. (2010) — McGraw-Hill Education
3. International Human Resource Management (8th ed.) — Aswathappa, K. (2020) — McGraw Hill Education (India)
4. Industrial Relations and Labour Laws (2nd ed.) — Monappa, A., Nambudiri, R., and Selvaraj, P. (2012) — Tata McGraw-Hill Education
5. Human Resource Management (16th ed.) — Dessler, G. (2020) — Pearson Education

Specialisation Minor Papers — Marketing Management (MKT)

BBA23505MKT · Retail Management

TY BBA			
Course Code	BBA23505MKT	Number of Credits	2
Course Title	Retail Management		
Course Type	Minor · Marketing Management	Total Contact Hours	30

Course Outcomes

On completion of the course, the student will be able to:	
CO1	Recall and list the key concepts, types, and functions of retailing.
CO2	Explain the evolution of retailing in both Indian and global contexts.
CO3	Demonstrate the use of various retail formats and strategies in real-world scenarios.
CO4	Differentiate between traditional and emerging retail trends, such as omnichannel retailing.

Course Contents

Unit	Unit Title	Contents	Hours
1	Foundations of Retailing	Meaning, Nature, Scope and Importance of Retailing, Evolution of Retailing Indian and Global Perspectives, Types of Retail Formats Store based Non store based Online Franchising Malls etc, Emerging Trends Omnichannel Retail Green Retailing FDI in Retail, Indian Retailing Environment Opportunities and Challenges, Role of Retail Managers Skills Traits of Retail Professionals, Ethical and Legal Issues in Retailing Data Privacy Consumer Rights etc	10
2	Merchandise Planning and Retail Pricing	Merchandise Planning Assortment Planning Category Management, Purchase Management Vendor Selection Terms of Purchase Order Cycles, Open to Buy Planning and Budgeting, Merchandise Performance Metrics GMROI Sell through rate etc, Pricing Strategies Cost based Market based Psychological Pricing, Role of Visual Merchandising Point of Purchase Communication, Private Labels vs National Brands Strategic Comparison	10
3	Retail Marketing Consumer Behavior and Promotion	Retail Marketing Consumer Behavior and Promotion, Retail Marketing Strategy STP Retail Positioning Differentiation, Building the Retail Brand and Store Loyalty, Understanding the Retail Consumer Demographics Psychographics Shopping Behavior, Relationship Marketing in Retail, Retail Promotion Mix Advertising Sales Promotions Events PR In store Promotions, Customer Services Pre sales and After sales Services Service Gaps Recovery Strategies, Retail Research Surveys Footfall Analysis Mystery Shopping, Technology and E Retailing in Practice Role of IT in Retail Use of Social Media Influencer Marketing Digital Analytics in Retail Direct Retailing Methods Catalogues Tele Retailing M Commerce Subscription Models.	10

References and Suggested Readings

1. Managing Retailing — Sinha, Uniyal- Oxford University Press, Delhi — Oxford University Press, Delhi
2. Retail Management — Agarwal, Bansal, Yadav, Kumar- — PragatiPrakashan, Meerut
3. Retail Management-A Strategic Management Approach — Berman Berry, Evans J.R.- — IX Edition , Pearson Education, New York, 2006

BBA23506MKT · Service Marketing

TY BBA			
Course Code	BBA23506MKT	Number of Credits	2
Course Title	Service Marketing		
Course Type	Minor · Marketing Management	Total Contact Hours	30

Course Outcomes

On completion of the course, the student will be able to:	
CO1	Recall and list the key characteristics and components of services that distinguish them from tangible products.
CO2	Explain the significance of the 7 Ps in service marketing and how they influence service delivery.
CO3	Demonstrate the application of service marketing strategies in real-world scenarios, such as service recovery and customer engagement.
CO4	Differentiate between various service marketing models and assess their effectiveness in different service industries.

Course Contents

Unit	Unit Title	Contents	Hours
1	Services: Meaning and Characteristics	Meaning and Definition of Services, Characteristics of Services 4 I's Intangibility Inseparability Inventory Inconsistency, Difference between Goods and Services, Classification of Services, Growth and Scope of Service Sector in India, Key Drivers of Service Sector Growth	10
2	Marketing of Services	Marketing of Services, 7 P's in Service Marketing, Service Product, Service life cycle, Pricing the Service factors involved in pricing the services, Physical Distribution Place Service Location and Channels of Services, Promotion and Communication of Services, Promotion mix, People in Services, Role of service employees, Training of service employees, Process in	10

Unit	Unit Title	Contents	Hours
		Services, Service as a process, Physical Evidence in Services	
3	Managing Service Quality and Service Sectors	Managing Service Quality, Definition Meaning SERVQUAL model, Introduction to Management of Different Service Sectors, Banking Services Concept Scope and Importance HRM in banking services, Hotel Services Concept Scope and Importance Profile of Services HRM and Customer Care, Insurance Services Concept Scope and Importance, Transport Services Passenger transport and Goods transport Road Rail and Water Transport Challenges faced, Consultancy Services Types of Consultancy Services Legal Technical Financial Medical, Other Services Tourism Entertainment Education and Telecommunication Introduction Formulation of Marketing mix of these Services	10

References and Suggested Readings

1. Service Management & Marketing — Christian Gronroos
2. Services Marketing – Text & Cases — Vinnie Jauhari , Kirti Dutta — 2nd Edition – Oxford University Press
3. Services Marketing — S.M. Jha — Himalaya Publishing House
4. Services Marketing — Dr. Shahjahan
5. Services Marketing — K. Ram Mohan Rao
6. Services Marketing — Valarie A, Zeithaml & Mary Joe Bitner — Tata McGraw Hill Publications. Journals

Specialisation Minor Papers — Financial Management (FIN)

BBA23505FIN · Introduction of Share Market

TY BBA			
Course Code	BBA23505FIN	Number of Credits	2
Course Title	Introduction of Share Market		
Course Type	Minor · Financial Management	Total Contact Hours	30

Course Outcomes

On completion of the course, the student will be able to:	
CO1	Recall and describe the basic concepts, terms, and structure of the share market.

On completion of the course, the student will be able to:

CO2	Explain the roles of different participants in the stock market and the process of account opening and trading.
CO3	Apply simple investment principles to make basic stock market decisions.

Course Contents

Unit	Unit Title	Contents	Hours
1	Basics of Share Market	Introduction to the Share Market, What is a Share Market, Evolution and Growth of Share Markets, Role of Share Market in Business and Investment, Importance of Share Market in the Economy, Mobilization of Savings and Capital Formation, Price Discovery and Liquidity, Economic Growth and Industrial Development, Investor Confidence and Financial Inclusion, Types of Financial Markets, Primary Market New Issue Market Process of Initial Public Offering IPO, Secondary Market Trading of Existing Securities Stockbrokers Trading Platforms and Settlement, Introduction to Stock Exchanges, Overview of Indian Stock Exchanges, Bombay Stock Exchange BSE History and Functions, National Stock Exchange NSE Features and Role, Regulatory Framework Role of SEBI, Meaning and Types of Shares, What is a Share, Equity Shares vs Preference Shares, Rights Bonus and Blue Chip Shares, Basic Share Market Terminology, Equity, IPO Initial Public Offering, Dividends, Market Capitalization Bull and Bear Market	10
2	Participants and Accounts	Who Can Invest in the Share Market, Retail Investors, Institutional Investors FIIs DIIs, NRIs and HUFs, Eligibility Criteria and KYC Requirements, Participants in the Share Market, Role of Stockbrokers and Sub brokers, Investors and Traders Types and Objectives, Depositories and Depository Participants NSDL CDSL, Market Intermediaries Custodians Registrars, Demat and Trading Accounts, What is a Demat Account, What is a Trading Account, Process of Opening Demat and Trading Accounts, Link Between Bank Demat and Trading Accounts, Online Trading Platforms, Meaning and Features of Online Trading, Benefits and Risks of Online Trading, Mobile Apps and Digital Platforms Zerodha Groww etc, Overview of SEBI Securities and Exchange Board of India, Role and Functions of SEBI, Investor Protection and Market Regulation, Powers and Enforcement Mechanisms, Introduction to Mutual Funds, What is a Mutual Fund, Types of Mutual Funds Equity Debt Hybrid, Mutual Fund vs Direct Stock Investment, Role of AMCs and Fund Managers	10

Unit	Unit Title	Contents	Hours
3	Simple Investment Concepts	Why Do People Invest in Shares, Objectives of Investment Wealth Creation Income Ownership, Long Term vs Short Term Investing, Benefits of Investing in the Share Market, Understanding Risk and Return, What is Investment Risk, Types of Risk Market Risk Company Risk Liquidity Risk, Risk Return Tradeoff The Higher the Risk the Higher the Potential Return, Diversification and Risk Management Basics, What are Sensex and Nifty, Introduction to Stock Market Indices, Sensex BSE Meaning Composition and Movement, Nifty NSE Meaning Composition and Movement, What Do These Indices Indicate to Investors, Basic Steps to Buy and Sell Shares, Opening Demat and Trading Accounts, Placing Buy Sell Orders Through Brokers or Online Platforms, Settlement and Delivery of Shares, Tracking Portfolio and Performance, Common Investment Mistakes to Avoid, Following the Crowd Herd Mentality, Ignoring Research and Relying on Tips, Panic Selling and Overtrading, Not Setting Clear Goals or Risk Limits, Investor Safety and Rights, Role of SEBI in Investor Protection, Rights of Shareholders, How to Lodge Complaints SEBI SCORES Platform, Tips for Safe and Informed Investing	10

References and Suggested Readings

1. Stock Market for Beginners — Ashu Dutt — Vision Books
2. Basics of Stock Market — N. Chandrasekaran — McGraw-Hill Education India
3. How to Make Money in Stocks — William J. O'Neil — McGraw-Hill Education

BBA23506FIN · Introduction of Insurance Market

TY BBA			
Course Code	BBA23506FIN	Number of Credits	2
Course Title	Introduction of Insurance Market		
Course Type	Minor · Financial Management	Total Contact Hours	30

Course Outcomes

On completion of the course, the student will be able to:	
CO1	Identify and classify various insurance products, distribution channels, and customer segments.

On completion of the course, the student will be able to:

CO2	Describe the structure, functioning, and regulatory environment of the insurance industry.
CO3	Examine recent trends, emerging challenges, and growth opportunities in the insurance market.

Course Contents

Unit	Unit Title	Contents	Hours
1	Insurance Industry Overview & Market Structure	Evolution and Growth of the Insurance Market in India, Historical Background Pre and Post Independence Era, Nationalization and the Emergence of LIC and GIC, Liberalization and Entry of Private Players Post 2000, Current Trends in Market Growth and Penetration, Structure of the Indian Insurance Sector, Segmentation Life Insurance vs General Non life Insurance, Health Insurance and Microinsurance Segments, Reinsurance and Specialized Insurance Products, Major Market Participants, Classification Public Sector vs Private Sector Insurers, Life Insurance Companies, Non Life and Health Insurance Companies, Role of Agents Brokers and Corporate Agents, Major Players and Market Leaders, LIC Life Insurance Corporation of India Market Share and Reach, GIC General Insurance Corporation Role as Reinsurer, Major Private Players HDFC Life ICICI Lombard SBI Life Max Life Bajaj Allianz etc, Comparative Analysis Public vs Private Performance, Global Insurance Markets and Trends, Overview of Global Insurance Landscape, Emerging Markets vs Developed Markets, Global Players and Their Influence, Lessons for India from Global Practices, Regulatory Framework Role of IRDAI, Establishment and Objectives of IRDAI, Licensing and Regulation of Insurers, Policyholder Protection and Grievance Redressal, Impact of IRDAI on Market Stability and Transparency	10
2	Market Products, Distribution & Customer Segments	Insurance Product Segmentation, Life Insurance Products Term Plans Endowment Plans Unit Linked Insurance Plans ULIPs, General Insurance Products Health Insurance Motor Insurance Crop Insurance Fire and Marine Insurance, Emerging Insurance Products, Cyber Insurance, Travel Insurance, Microinsurance for Low Income Groups, Pandemic and Climate Risk Insurance optional addition, Distribution Channels in Insurance, Agency System Individual Agents Corporate Agents Training and Licensing, Bancassurance Tie ups between Banks and Insurers Models and Revenue Sharing, Digital and Online Platforms, Role of	10

Unit	Unit Title	Contents	Hours
		Aggregators Policy Bazaar Coverfox, Direct to Customer D2C Sales and Mobile Apps, Chatbots and AI in Policy Recommendations, Customer Segmentation and Targeting, Urban vs Rural Insurance Markets, Insurance Needs of MSMEs and Corporates, Gender Based and Age Based Segmentation, Group Insurance and Customized Products, Consumer Behavior in Insurance Purchase, Factors Influencing Buying Decisions, Role of Trust Awareness and Literacy, Behavioral Biases in Risk Perception, Impact of Pricing Claims Experience and Brand Image, Role of FinTech and Insurtech in Market Expansion, Innovations in Product Design and Personalization, Use of Big Data AI and IoT in Underwriting, Instant Policy Issuance and Digital KYC, Collaborations between Startups and Traditional Insurers	
3	Trends, Challenges, and Opportunities in Insurance Market	Growth Drivers of the Indian Insurance Sector, Increasing Financial Literacy and Awareness, Government Push for Financial Inclusion, Rising Middle Class and Urbanization, Tax Benefits under Sections 80C and 10(10D), Emerging Market Trends, Digital Transformation and Online Policy Servicing, Demand for Personalized and Need Based Policies, Usage Based and On Demand Insurance Products, Growth in Term and Health Insurance Post Pandemic, Challenges in the Insurance Industry, Low Insurance Penetration and Awareness Gaps, Delays in Claim Settlement and Trust Deficit, Mis selling and Lack of Transparency, Complex Regulatory and Compliance Burden, Future Opportunities and Innovation Areas, HealthTech and Digital Health Integration, Embedded Insurance Bundled with Products Services, Artificial Intelligence and Predictive Analytics in Underwriting, Expansion into Tier II and III Cities and Rural Areas, Government Schemes and Their Market Impact, Pradhan Mantri Jeevan Jyoti Bima Yojana PMJJBY, Pradhan Mantri Fasal Bima Yojana PMFBY, Ayushman Bharat and Health Insurance Expansion, Role of Public Private Partnerships in Insurance Access	10

References and Suggested Readings

1. Fundamentals of Insurance — Kaninika Mishra — PHI Learning Pvt. Ltd
2. Principles of Insurance — Dr. P. Periasamy — Himalaya Publishing House
3. Indian Insurance Industry: Transition and Prospects — H. Sadhak — SAGE Publications India

Specialisation Minor Papers — International Business Management (IB)

BBA23505IB · Foreign Exchange in India

TY BBA			
Course Code	BBA23505IB	Number of Credits	2
Course Title	Foreign Exchange in India		
Course Type	Minor · International Business Management	Total Contact Hours	30

Course Outcomes

On completion of the course, the student will be able to:	
CO1	Recall basic concepts and terminology in foreign exchange operations.
CO2	Explain the regulatory and institutional frameworks governing forex markets.
CO3	Apply FEMA and FEDAI rules and export finance tools in business scenarios.

Course Contents

Unit	Unit Title	Contents	Hours
1	Introduction to Foreign Exchange	1.1 Introduction to foreign exchange. 1.2 Meaning and significance of foreign exchange. 1.3 Overview of the foreign exchange market: corporates, commercial banks, exchange brokers and central banks. 1.4 Spot and forward transactions — concepts and computation; SWIFT and CHIPS. 1.5 Merchant rates and interbank transactions. 1.6 Factors determining exchange rates.	10
2	Regulatory Framework and FEMA Guidelines	2.1 FEMA 1999: overview, objectives and the role of the RBI. 2.2 Regulatory provisions for resident and non-resident individuals: Liberalised Remittance Scheme, foreign currency accounts in India and abroad, investments in assets and securities outside India. 2.3 Remittances, deposits and borrowings by NRIs. 2.4 Regulatory provisions for resident and non-resident entities: import and export of goods and services, ECB, FPI, FDI, and liaison, branch and project offices of foreign entities.	10
3	Role of FEDAI and Ethics in Forex Operations	3.1 Role of FEDAI: exchange functions and rules, including crystallisation, interest and swap pricing. 3.2 Code of conduct, ethics and corporate governance in forex operations. 3.3 Compliance requirements for Authorised Dealers. 3.4 Exchange contracts: booking, extension, cancellation and swap costs. 3.5 Foreign exchange risks: transaction, translation and economic	10

Unit	Unit Title	Contents	Hours
		exposures; risk mitigation tools including options, swaps and hedging techniques.	

References and Suggested Readings

1. Foreign Exchange Management — Apte, P. G.
2. International Financial Management — Madura, Jeff
3. ICC publications on UCP 600, ISBP 745 and URC 522
4. FEDAI Guidelines (latest edition)
5. RBI Master Circulars on FEMA

BBA23506IB · Port Management and Terminal Operations

TY BBA			
Course Code	BBA23506IB	Number of Credits	2
Course Title	Port Management and Terminal Operations		
Course Type	Minor · International Business Management	Total Contact Hours	30

Course Outcomes

On completion of the course, the student will be able to:	
CO1	List and define different types of ports, terminals, ships, and containers. Recall key port-related terminologies, officials, and their roles.
CO2	Explain the roles of ports and terminals in international trade. Describe the processes in import & export cycles, and functions of CFS & ICD.
CO3	Demonstrate basic yard planning and vessel ship planning using practical layouts. Illustrate stacking methods for refrigerated & hazardous containers.

Course Contents

Unit	Unit Title	Contents	Hours
1	Ports & Terminals	Difference between Major and Minor Ports, State owned Ports, Ports in India, Natural Harbors, New Ports to be developed in India, Major Ports of the World, Largest Port in the world, Port Officials and their roles, Role of Ports, Port users, Container Terminals, Privatization of Terminals, Reason for Privatization, PPP Projects, Major Terminal Operators in India, Terminal Operators of the world, Privatization Need of the Hour, Agreement between existing Port Terminal and new operator, Specialized Terminals Coal, Liquid bulk, LNG	10

Unit	Unit Title	Contents	Hours
2	Terminal Operations and Facilities	Import Cycle, Export Cycle, Positions and Places in a Terminal, Facilities in a Terminal Yard planning, Vessel ship planning, Stacking of refrigerated and hazardous containers, Container monitoring, Types of Ships and Containers, CFS ICD and its roles, CFS inside a terminal, Reasons for congestion of a terminal, Decongesting the terminal	10
3	Port Regulations, Cargo Handling and Safety	Major Port Trust Act, Port as custodian of cargo, Transit sheds, Cargo receivers, Types of Cargo, Goods handled in port, Port Tariff, Tariff Authorities of Major Ports, Revision of Rates, Pilots and their duties, Tugs and usage, Night navigation, Light dues, Meaning of Berth, Types of Berthing, Safety Procedures, Introduction to ISPS and SOLAS, Damage to port property by ships, Compensation and confiscation of cargo to adjust dues, Plant and quarantine guidelines, Import and export clearances, Export Clearance Flowchart	10

References and Suggested Readings

1. Port Management & Operations" — Patrick Alderton — Taylor & Francis
2. Maritime Logistics: A Complete Guide to Effective Shipping and Port Management — Dong-Wook Song & Photis Panayide — Kogan Page Ltd, London
3. Port Economics, Management and Policy — Theo Notteboom, Athanasios Pallis, Jean-Paul

BBA23507 · Summer Internship

TY BBA			
Course Code	BBA23507	Number of Credits	4
Course Title	Summer Internship		
Course Type	Skill Enhancement	Total Contact Hours	60

Objectives

- To integrate academic learning with real-world experience. Facilitate the application of classroom knowledge in practical settings across industries, start-ups, NGOs and research institutions, enhancing students' understanding of real-world challenges.
- To develop professional, research and technological skills. Equip students with essential skills including workplace ethics, research methodology, data analysis, and exposure to emerging technologies relevant to traditional and modern sectors.
- To foster entrepreneurship and decision-making abilities. Encourage entrepreneurial thinking by exposing students to business operations and start-up ecosystems, while enhancing problem-solving, critical thinking and teamwork capabilities.
- To promote hybrid and collaborative learning models. Combine physical and digital learning modes through mentorship, expert interactions and joint projects with academic and industry partners, fostering interdisciplinary collaboration.

- To instil social responsibility and community engagement. Cultivate awareness of societal needs and inspire students to contribute meaningfully through socially relevant internships, promoting inclusive development and civic responsibility.

Structure, Credits and Marks

Component	Schedule	Duration	Credits	Marks
Summer Internship	Fifth Semester	60 hours	2	50
Project / Viva	Fifth Semester	—	2	50
Total	—	60 hours	4	100

The process, evaluation scheme, report structure, daily log format and the standard operating procedures for each specialisation are set out in full in Annexure A.

Semester VI

BBA23601 · Management of Corporate Social Responsibility

TY BBA			
Course Code	BBA23601	Number of Credits	4
Course Title	Management of Corporate Social Responsibility		
Course Type	Major	Total Contact Hours	60

Course Outcomes

On completion of the course, the student will be able to:	
CO1	Understand the concepts, evolution, ethical foundations, and theoretical frameworks of Corporate Social Responsibility in the context of sustainable development.
CO2	Apply CSR strategies, governance structures, and legal provisions (with reference to the Companies Act, 2013) to organizational and societal contexts.
CO3	Analyze stakeholder needs and design appropriate CSR policies and projects aligned with business objectives and community development goals.
CO4	Evaluate CSR performance using impact assessment tools, ESG metrics, and sustainability reporting frameworks.

Course Contents

Unit	Unit Title	Contents	Hours
I	Foundations of Corporate Social Responsibility	Concept and Evolution of CSR, Meaning nature scope and objectives of CSR, Evolution of CSR from philanthropy to strategic responsibility, CSR in traditional vs modern business systems, Theoretical Frameworks of CSR, Stakeholder theories, Shareholder vs stakeholder approach, Triple Bottom Line People Planet Profit, Business Ethics and CSR, Relationship between ethics values and CSR, Ethical decision making in organizations, Corporate citizenship and moral responsibility of business, CSR and Sustainable Development, Concept of sustainability, United Nations Sustainable Development Goals SDGs, Role of business organizations in achieving SDGs, Linking CSR with long term value creation	15
II	CSR Strategy Governance and Legal Framework	Strategic CSR and Competitive Advantage, CSR as a strategic management tool, Integrating CSR with corporate vision mission and strategy, Aligning CSR with core business operations, CSR Policy Formulation and Governance, CSR policy formulation process, Role	15

Unit	Unit Title	Contents	Hours
		of Board of Directors and CSR Committee, Leadership and organizational structures for CSR management, Legal Framework of CSR in India, CSR provisions under the Companies Act 2013, CSR Rules and amendments, Eligible activities and CSR expenditure, Role of government and regulatory bodies, Global CSR Standards and Codes, OECD Guidelines, UN Global Compact, ISO 26000, Responsible business conduct and corporate governance practices	
III	CSR Implementation Impact Measurement and Reporting	CSR Project Identification and Implementation, Stakeholder identification and engagement, Community needs assessment, Designing executing and monitoring CSR projects, Measuring CSR and Social Impact, Concept of impact assessment, Social Return on Investment SROI, Key Performance Indicators KPIs, Environmental and social performance metrics, CSR Reporting and Disclosure, Importance of transparency and accountability, CSR reporting practices, Global Reporting Initiative GRI, Integrated Reporting and Business Responsibility and Sustainability Reporting BRSR, Role of Technology in CSR, Use of digital platforms, AI in CSR monitoring	15
IV	Emerging Trends ESG and Future of CSR	ESG Environmental Social and Governance Framework, Difference between CSR and ESG, ESG metrics and investment perspectives, ESG ratings and disclosures, Sustainable and Responsible Business Practices, Green business initiatives, Circular economy, Climate change mitigation and adaptation, Sustainable supply chain management, CSR in the Digital and Globalized Economy, Digital inclusion, Social innovation, Public private partnerships, Role of startups and MSMEs in CSR, Challenges and Future Directions of CSR, Implementation challenges in emerging economies, Balancing profitability and responsibility, Future role of CSR professionals, CSR as a career opportunity	15

References and Suggested Readings

1. Corporate Social Responsibility: Concept, Practice and Cases — C. B. Gupta — McGraw Hill Education (India)
2. Corporate Social Responsibility — R. C. Sekhar — Oxford University Press (India)
3. Business Ethics and Corporate Governance — A. C. Fernando — Pearson India
4. Corporate Governance and Social Responsibility — N. Gopalsamy — New Age International Publishers

BBA23602 · Decision Making and Risk Management

TY BBA			
Course Code	BBA23602	Number of Credits	3
Course Title	Decision Making and Risk Management		
Course Type	Major	Total Contact Hours	45

Course Outcomes

On completion of the course, the student will be able to:	
CO1	Define and understand the fundamental concepts of decision making and risk management, including types of decisions, cognitive biases, risk appetite, and major risk management frameworks.
CO2	Explain the qualitative and quantitative decision-making tools and risk assessment techniques to solve managerial problems under conditions of risk and uncertainty.
CO3	Analyze and evaluate different types of organizational risks using statistical techniques and structured risk management frameworks.

Course Contents

Unit	Unit Title	Contents	Hours
I	Decision Making Concepts, Behaviour, and Tools	Foundations of Decision Making: Meaning, nature, and significance of decision making; Types of decisions – certainty, risk, and uncertainty; Problem identification and creative decision-making approaches. Behavioural Aspects of Decision Making: Cognitive biases and decision traps – groupthink, overconfidence, intuition bias; Role of emotions and Emotional Intelligence (EQ) in managerial decisions. Decision-Making Tools and Models: Qualitative tools – Pros and Cons analysis, Kepner-Tregoe (K-T) Method, OODA Loop; Quantitative tools – Cost-Benefit Analysis (CBA), Analytic Hierarchy Process (AHP), Multi-Attribute Utility Theory (MAUT); Advanced models – stochastic optimization, simulation, dynamic programming.	15
II	Risk Management Frameworks and Risk Analysis	Risk Management Fundamentals: Concept of risk and uncertainty; Risk appetite, risk tolerance, and risk culture. Risk Management Frameworks: ISO 31000 Risk Management Framework; COSO Enterprise Risk Management (ERM). Types of Risks: Strategic risk; Operational risk; Financial risk (credit risk and market risk); Reputational and cybersecurity risks. Risk Identification and Assessment: Qualitative and	15

Unit	Unit Title	Contents	Hours
		quantitative risk assessment methods; Risk matrices, risk registers, and prioritization techniques.	
III	Risk Mitigation, Integration, and Applications	Risk Measurement and Data Analysis: Probability concepts; Regression analysis; Monte Carlo simulation; Scenario and sensitivity analysis. Risk Mitigation and Control Strategies: Risk avoidance, reduction, transfer, and acceptance; Risk monitoring, review, and reporting. Enterprise Risk Management and Practical Applications: Integration of risk management with organizational strategy; Financial instruments for managing risk; Ethical issues in decision making and risk management.	15

References and Suggested Readings

1. The art of decision making — Dr. Vijay Agarwal — Teenage Publications
2. Decision making and risk management — Ameya Anil Patil — Nirali Prakashan
3. Decision making and risk management — Archana Borde — Success Publications
4. Risk Management: Concepts Frameworks and Applications — Dr. Priyanka Tyagi — Notion Press

BBA23603 · Digital Business

TY BBA			
Course Code	BBA23603	Number of Credits	3
Course Title	Digital Business		
Course Type	Major	Total Contact Hours	45

Course Outcomes

On completion of the course, the student will be able to:	
CO1	Recall the structure and societal impact of the digital economy.
CO2	Explain digital business and e-commerce strategies in practical business scenarios.
CO3	Apply analytics tools and digital platforms for informed decision-making.
CO4	Analyze ethical, legal, security, and sustainability awareness in digital business

Course Contents

Unit	Unit Title	Contents	Hours
I	Foundations of Digital Business	Introduction to Digital Business: Concept, evolution, and scope; Background and current status of digital and e-business; Difference between physical economy and	15

Unit	Unit Title	Contents	Hours
		digital economy; Digital economy and society; Digital transformation and its impact on organizations. Digital Enterprise and Business Models: Digital enterprise strategies and characteristics; Online and virtual communities; E- business models – B2B, B2C, C2C, D2C, and hybrid models; Integration of physical and digital marketplaces. Technological Drivers of Digital Business: Emerging platforms such as AI-driven marketplaces and blockchain-based systems; Drivers of digital business – big data, cloud computing, mobile technologies, Internet of Things (IoT), and social media. Benefits and Limitations of Digital Business. Case Studies: Amazon’s digital ecosystem; Nike’s digital transformation.	
II	E-Commerce and Digital Marketplaces	Overview of E-Commerce: Meaning, scope, and growth of e-commerce. E-Marketplaces: Structures, mechanisms, economics, and impact. Retailing in E-Commerce: Products, services, and consumer behavior; Market research and digital advertising. B2B and Organizational E-Commerce: Private e- markets, public exchanges, support services; E- supply chains and collaborative commerce; Intra- business e-commerce and corporate portals. Other E- Commerce Models: C2C, C2B, G2C, and mobile commerce. Digital Commerce Mechanisms: Webstores, portals, mobile apps; Auctions including e-auctions and algorithmic pricing. Digital Payments: Wallets, UPI, and cryptocurrencies. Legal, Ethical, and Societal Issues in E-Commerce. Case Studies: Alibaba’s e-marketplace; eBay’s dynamic pricing model.	15
III	Mobile, Social, IoT, Strategy, and Security	Mobile Commerce: Evolution, applications, and impact of 5G; Mobile marketing including location- based advertising and in-app purchases. Social Commerce: Social media marketplaces and influencer economy. Internet of Things (IoT): Concept and business applications. Digital Business Support Systems: E- CRM, E-SCM, and ERP. Application Development for Digital Business. Managing Digital Business and Knowledge. E- Business Strategy: Strategic analysis, implementation, and e-transition. Security in Digital Business: Threats and controls; Encryption, cryptography, digital signatures, and PKI. Ethical, Legal, and Sustainability Challenges. Case Studies: Starbucks mobile app strategy; Xiaomi’s IoT ecosystem.	15

References and Suggested Readings

1. Digital Business and E- Commerce Management — Dave Chaffey, Tanya Hemphill, David Edmundson-Bird — Pearson Education
2. E-Commerce: Business, Technology, and Society — Kenneth C. Laudon, Carol Guercio Traver — Pearson Education
3. Platform Revolution: How Networked Markets Are Transforming the Economy — Geoffrey G. Parker, Marshall W. Van Alstyne, Sangeet Paul Choudary — W. W. Norton & Company
4. Mobile Commerce: Opportunities, Applications, and Technologies — Paul May — Cambridge University Press
5. Digital Economy: Promise and Peril in the Age of Networked Intelligence — Don Tapscott — McGraw-Hill Education
6. Blockchain Basics: A Non- Technical Introduction in 25 Steps — Daniel Drescher — Apress
7. Artificial Intelligence for Business — Rajiv Sabherwal, Irma Becerra-Fernandez — Cambridge University Press

BBA23604 · Management of Innovations & Sustainability

TY BBA			
Course Code	BBA23604	Number of Credits	4
Course Title	Management of Innovations & Sustainability		
Course Type	Major	Total Contact Hours	60

Course Outcomes

On completion of the course, the student will be able to:	
CO1	Recall key concepts, types, and dimensions of innovation.
CO2	Summarize real business problems and opportunities for innovation.
CO3	Apply creative and analytical tools to generate innovative solutions.
CO4	Analyze new product/service concept.

Course Contents

Unit	Unit Title	Contents	Hours
I	Exploring Innovations	Concept of Innovation: Concept and definition of innovation, historical perspective of innovation, characteristics and essential ingredients of innovation. Typology of Innovation: Product innovation, process innovation, radical innovation, incremental innovation, paradigm innovation, systems innovation, and technology innovation. Innovation Process: Understanding problems, imagination, action and implementation. Approaches to Innovation: Idea-driven approach, research-driven approach, analysis-driven	15

Unit	Unit Title	Contents	Hours
		approach. Dimensions of Innovation: Technology dimension, market dimension, strategy dimension. Practical Components (CC): Problem hunt activity where students identify real-life problems from daily life, campus, or local businesses; case study analysis of an Indian startup such as Swiggy, Zerodha, or Byju's; workshop on idea generation using brainstorming and SCAMPER; mini project involving selection of a real problem and preparation of a problem definition report.	
II	Innovation Sources and Barriers	Sources of Innovation: Science and R&D, universities and government research, technology transfer. Innovation Approaches: Technology push and market pull approaches, assumptions about innovation. Barriers to Innovation: External barriers such as market, government, and technology barriers; internal barriers such as people, structure, strategy, and resources. Innovation and Economic Development. Perspectives of Innovation: Structural, interactive, and individual perspectives. Practical Components (CC): Innovation audit of a local shop, MSME, or startup; SWOT analysis of the chosen problem; workshop on idea box or matrix analysis for solution generation; mini project to develop three alternative solutions for the selected problem. Output: Innovation audit report and solution alternatives portfolio.	15
III	Innovation Management and Systematic Methods	Innovation Management: Innovation management process and objectives, phases of innovation management. Systematic Innovation Tools: TRIZ, nine windows technique, perceptual mapping, ethnography, biomimicry, blue ocean strategy. Practical Components (CC): Field work involving interviews with potential users through a basic ethnographic study; perceptual mapping of existing market solutions; workshop on blue ocean strategy canvas for the proposed idea; mini project to develop a concept note for the best solution. Output: User interview summary and concept note with value proposition.	15
IV	Product and Market Innovation	Product Innovation: Product concept and classification, product mix and product line, product innovation strategies. New Product Development: Stages of new product development (NPD), market evaluation and feasibility. Innovation and Competition: Role of inn	15

References and Suggested Readings

1. Innovation and Entrepreneurship — Peter F. Drucker — Harper Business
2. Managing Innovation — Joe Tidd & John Bessant — Wiley
3. The Innovator's Dilemma — Clayton M. Christensen — Harvard Business School Press

4. Blue Ocean Strategy — W. Chan Kim & Renée Mauborgne — HBR Press
5. Innovation Management — V.K. Narayanan — Pearson

Specialisation Minor Papers — Human Resource Management (HRM)

BBA23605HRM · Current Trends and Cases in Human Resource Management

TY BBA			
Course Code	BBA23605HRM	Number of Credits	2
Course Title	Current Trends and Cases in Human Resource Management		
Course Type	Minor · Human Resource Management	Total Contact Hours	30

Course Outcomes

On completion of the course, the student will be able to:	
CO1	Identify key contemporary trends shaping modern HRM practices.
CO2	Explain the application of technology and analytics in recruitment, training, and performance management.
CO3	Apply modern HR tools and practices through analysis of real-world HR cases.
CO4	Analyze employee relations, diversity, and well-being issues using current organizational cases.

Course Contents

Unit	Unit Title	Contents	Hours
I	Emerging Trends in Human Resource Management	Evolution of HRM in the digital era, E-HRM and HR digital transformation, Artificial Intelligence in recruitment and selection, HR analytics and data-driven decision making, gig economy and flexible work arrangements, employer branding and emerging talent management trends.	10
II	Contemporary Practices in Performance, Learning and Employee Engagement	Continuous performance management systems, OKRs and agile performance appraisal, learning experience platforms (LXP) and digital training, remote work management and virtual teams, employee engagement and experience management, well-being, mental health and work-life balance initiatives.	10
III	HR Cases, Employee Relations and	Managing diversity, equity and inclusion (DEI), ethical issues and compliance in HR, industrial relations and employee voice in modern organizations, HR challenges in start-ups and multinational corporations, case studies	10

Unit	Unit Title	Contents	Hours
	Strategic Interventions	on HR crisis management, strategic HR interventions and best practices.	

References and Suggested Readings

1. Armstrong's Handbook of Human Resource Management Practice (15th ed., 2020) — Michael Armstrong & Stephen Taylor — Kogan Page
2. Human Resource Management (16th ed., 2020) — Gary Dessler — Pearson Education
3. HR from the Outside In (2017) — Dave Ulrich, Jon Younger, Wayne Brockbank & Mike Ulrich — McGraw-Hill Education
4. Globalizing Human Resource Management (2016) — Paul Sparrow, Chris Brewster & Chung Chia — Routledge
5. The Search for Global Competence (2016) — Wayne F. Cascio & John W. Boudreau — SHRM Foundation
6. HR Cases and Articles (Latest editions) — Harvard Business Review Editors — Harvard Business Review

BBA23606HRM · Global Human Resource Management

TY BBA			
Course Code	BBA23606HRM	Number of Credits	2
Course Title	Global Human Resource Management		
Course Type	Minor · Human Resource Management	Total Contact Hours	30

Course Outcomes

On completion of the course, the student will be able to:	
CO1	Understand the basic concepts, scope, and differences between Domestic Human Resource Management (HRM) and Global HRM in multinational organizations.
CO2	Explain global recruitment, selection, international staffing, and training practices, including cross-cultural and expatriate training.
CO3	Analyze global performance management systems and employee relations issues in multicultural work environments.
CO4	Develop strategic global HR plans aligned with international business objectives for effective utilization of human resources.

Course Contents

Unit	Unit Title	Contents	Hours
I	Global Recruitment, Selection and	Introduction to Global Human Resource Management, domestic HRM vs global HRM, global HR planning and strategic HR alignment, international staffing	10

Unit	Unit Title	Contents	Hours
	Strategic HR Planning	approaches: ethnocentric, polycentric, regiocentric and geocentric, global recruitment sources and methods, expatriate selection including criteria, challenges and cultural fit, role of HR in supporting global business strategy.	
II	International Training, Development and Performance Management	International training and development – concept and importance, cross-cultural training including objectives and components, expatriate training: pre-departure, on-assignment and repatriation, career development in global organizations, global performance management system, performance appraisal of expatriates and international employees, challenges in managing performance across cultures, linking performance management with global compensation and rewards.	10
III	Global Employee Relations and Workplace Management	Employee relations in a global context, managing cultural diversity and inclusion, cross-cultural communication and conflict management, international labour standards and employment practices, grievance handling and dispute resolution in multinational corporations (MNCs), ethical issues and employee well-being in global organizations.	10

References and Suggested Readings

1. International Human Resource Management (8th ed.) — Dowling, P. J.; Festing, M.; Engle, A. D. — Cengage Learning, 2021
2. International Human Resource Management: Policies and Practices for Multinational Enterprises (5th ed.) — Briscoe, D. R.; Schuler, R. S.; Claus, L. — Routledge, 2019
3. Globalizing Human Resource Management (2nd ed.) — Sparrow, P.; Brewster, C.; Chung, C. — Routledge, 2016
4. Armstrong's Handbook of Human Resource Management Practice (15th ed.) — Armstrong, M.; Taylor, S. — Kogan Page, 2020
5. Human Resource Management (16th ed.) — Dessler, G. — Pearson Education, 2020

Specialisation Minor Papers — Marketing Management (MKT)

BBA23605MKT · Marketing Environment Analysis and Strategies

TY BBA			
Course Code	BBA23605MKT	Number of Credits	2
Course Title	Marketing Environment Analysis and Strategies		
Course Type	Minor · Marketing Management	Total Contact Hours	30

Course Outcomes

On completion of the course, the student will be able to:	
CO1	Explain the components of marketing environment and their impact on marketing decisions.
CO2	Analyze consumer behavior and market forces to identify opportunities and threats.
CO3	Apply environmental analysis tools to develop suitable marketing strategies.
CO4	Design ethical and sustainable marketing strategies aligned with organizational goals.

Course Contents

Unit	Unit Title	Contents	Hours
1	Marketing Environment and Consumer Analysis	Meaning and importance of marketing environment; Components of marketing environment (Internal, Micro, Macro); Macro environment (PESTLE analysis); Consumer behavior – concept and importance; Factors influencing consumer behavior (Cultural, Social, Personal, Psychological); Consumer decision-making process; Changing consumer trends and digital influence	10
2	Market Forces and Environmental Analysis Tools	Market segmentation, targeting and positioning (STP); Market dynamics and competitive environment; Industry and competitor analysis; Environmental scanning and monitoring; Strategic analysis tools (SWOT, PESTLE, Porter's Five Forces); Role of market research and analytics in environmental analysis	10
3	Marketing Strategies, Ethics and Sustainability	Concept of marketing strategy; Strategic marketing planning process; Formulation of marketing strategies based on environmental analysis; Competitive marketing strategies; Integrated marketing strategy; Ethical issues in marketing environment; Sustainable marketing practices; CSR in marketing decisions; Case studies on ethical and strategic marketing practices	10

References and Suggested Readings

1. Marketing Management — Philip Kotler & Kevin Lane Keller — Pearson Education
2. Marketing — Charles W. Lamb, Joseph F. Hair & Carl McDaniel — Cengage Learning
3. Principles and Practice of Marketing — Jim Blythe — Sage Publications
4. Principles of Marketing — Gary Armstrong & Philip Kotler — Pearson Education
5. Consumer Behavior — Jagdish Sheth & Banwari Mittal — Cengage Learning

BBA23606MKT · Brand Management

TY BBA

Course Code	BBA23606MKT	Number of Credits	2
Course Title	Brand Management		
Course Type	Minor · Marketing Management	Total Contact Hours	30

Course Outcomes

On completion of the course, the student will be able to:	
CO1	Define and explain the fundamental concepts of branding, brand management, brand functions, brand creation, and branding challenges in global markets.
CO2	Explain the principles of Customer-Based Brand Equity (CBBE), brand positioning, identity prism, and brand building blocks to develop strong brand identity and equity.
CO3	Develop brand elements, secondary brand associations, and brand growth strategies including brand extension, co-branding, and global branding approaches.

Course Contents

Unit	Unit Title	Contents	Hours
I	Foundations of Branding	Brand: meaning, definition and evolution, functions of brand for consumers, role and advantages of brands, difference between brand and product, branding: meaning and scope, creation of brands through goods, services, people, organizations, retail stores, places and online platforms, entertainment and ideas, branding challenges and opportunities in global markets, brand management: meaning and definition, strategic brand management process.	10
II	Building Brand Equity and Identity	Customer-Based Brand Equity (CBBE), brand equity: meaning and sources, steps in building brands, brand building blocks including salience, performance, imagery, judgments, feelings and resonance, brand positioning: meaning, brand identity: dimensions and identity prism, points of parity and points of difference, brand values, core values and brand mantra, internal branding.	10
III	Brand Elements and Brand Growth Strategies	Brand elements: meaning and selection criteria, brand name: guidelines and procedure, logos, symbols, characters, slogans and jingles, packaging and visual identity, designing marketing programs including product, pricing and channel strategy, leveraging secondary brand associations including country of origin, co-branding and licensing, celebrity endorsements, cultural and sporting events, brand extension: meaning, types and evaluation, managing	10

Unit	Unit Title	Contents	Hours
		brands over time including repositioning and revitalization, global branding strategies.	

References and Suggested Readings

1. Strategic Brand Management — Kevin Lane Keller — Pearson
2. Strategic Brand Management — Jean-Noel Kapferer — Kogan Page
3. Managing Brand Equity — David Aaker — Free Press
4. Brand Management: Principles & Practices — Kirti Dutta — OUP India
5. Marketing Management — Kotler & Keller — Pearson

Specialisation Minor Papers — Financial Management (FIN)

BBA23605FIN · Basics of Direct Taxes

TY BBA			
Course Code	BBA23605FIN	Number of Credits	2
Course Title	Basics of Direct Taxes		
Course Type	Minor · Financial Management	Total Contact Hours	30

Course Outcomes

On completion of the course, the student will be able to:	
CO1	Define and list basic income-tax terms, residential status of individuals, and the scope of total income.
CO2	Explain the provisions relating to income under the heads of salary, house property, and profits and gains of business or profession.
CO3	Apply income tax provisions to compute income under the heads of capital gains and income from other sources.

Course Contents

Unit	Unit Title	Contents	Hours
I	Definitions and Residential Status	Basic terms under Sections 2, 3 and 4 including assessee, assessment, assessment year, annual value, business, capital assets, income, previous year, person and transfer. Determination of residential status of individual under Section 6 and scope of total income under Section 5.	10
II	Heads of Income – I	Income under the head Salary (Sections 15–17), Income from House Property (Sections 22–25), and Income	10

Unit	Unit Title	Contents	Hours
		from Profits and Gains from Business or Profession including relevant provisions under Sections 28, 30, 31, 32, 35, 35D, 36, 37, 40, 40A and 43B.	
III	Heads of Income – II	Income from Capital Gains including provisions under Sections 45, 48, 49, 50 and 54, Income from Other Sources under Sections 56–59, and calculation of income tax under the Old Regime and the New Regime.	10

References and Suggested Readings

1. Income Tax Act (Bare Act) — N. A. — N. A
2. Direct Taxes Laws & Practice, Professional Edition — Vinod K. Singhania & Kapil Singhania — Taxmann
3. Income Tax (Direct and Indirect Tax) — R. G. Saha & Usha Devi N. — Himalaya Publishing House (A.Y. 2024-25)

BBA23606FIN · Basics of Indirect Taxes

TY BBA			
Course Code	BBA23606FIN	Number of Credits	2
Course Title	Basics of Indirect Taxes		
Course Type	Minor · Financial Management	Total Contact Hours	30

Course Outcomes

On completion of the course, the student will be able to:	
CO1	Define and list the basic concepts, types, and features of indirect taxes in India.
CO2	Explain the objectives, structure, and basic provisions of Goods and Services Tax (GST).
CO3	Apply GST rules related to registration, input tax credit, and filing of GST returns.

Course Contents

Unit	Unit Title	Contents	Hours
I	Introduction to Indirect Taxes	Meaning and features of indirect taxes, distinction between direct and indirect taxes, types of indirect taxes in India including GST, customs duty and excise duty (overview), constitutional provisions relating to indirect taxes, advantages and limitations of indirect taxes.	10
II	Goods and Services Tax	Introduction to GST including history, objectives and need, structure of GST including CGST, SGST, IGST	10

Unit	Unit Title	Contents	Hours
	(GST): Basic Framework	and UTGST, meaning and scope of supply under Section 7, levy and collection of GST under Section 9, time and place of supply – basic concepts.	
III	GST Registration, Input Tax Credit and Returns	Registration under GST including persons liable and procedure, input tax credit including meaning, conditions and restrictions under Sections 16–18, utilization of input tax credit, GST returns including types and due dates such as GSTR-1 and GSTR-3B (overview), introduction to GST compliance and penalties.	10

References and Suggested Readings

1. Taxmann's Students' Guide to Income Tax & GST — Dr. Vinod K. Singhania & Dr. Monica Singhania — Taxmann Publications Private Limited
2. Systematic Approach to Indirect Taxation Including GST & Customs — Dr. Girish Ahuja & Dr. Ravi Gupta — Commercial Law Publishers / EBC Webstore
3. Bharat's Indirect Taxes with MCQs — Anil Goyal & Pranjal Goyal — Bharat Law House

Specialisation Minor Papers — International Business Management (IB)

BBA23605IB · International Relations

TY BBA			
Course Code	BBA23605IB	Number of Credits	2
Course Title	International Relations		
Course Type	Minor · International Business Management	Total Contact Hours	30

Course Outcomes

On completion of the course, the student will be able to:	
CO1	Recall the scope, relevance, and disciplinary evolution of International Relations.
CO2	Compare major theories and concepts of International Relations and Global Politics.
CO3	Apply factors, institutions, and instruments operating in the international system.

Course Contents

Unit	Unit Title	Contents	Hours
I	Foundations of International	Introduction to international relations and global politics, from international relations to global politics – abridged introduction, meaning, nature, scope and	10

Unit	Unit Title	Contents	Hours
	Relations & Global Politics	relevance of international relations, IR theory vs practice, disciplinary history and evolution of international relations, international and area studies – concepts, scope and approaches, relationship between international relations and area studies, theories of international relations including realist theory, liberal theory, Marxist theory and critical theories, power and structure in world politics including power politics, balance of power, geopolitics, bipolarity, unipolarity, multipolarity and polycentrism.	
II	Structure and Concepts of the International System	Elements of international relations including actors in international relations such as states, IGOs, NGOs and MNCs, interests, interactions and institutions, principles, rules and norms, instruments of international relations including diplomacy, sanctions and war, key concepts in international relations including anarchy, sovereignty, balance of power, hegemony, power and soft power, security dilemma, globalization and peacekeeping, evolution of the international system including emergence of nation-states and nationalism, pre–World War I international system, post–World War II order and Cold War, impact of globalization.	10
III	Global Issues, Conflict, Cooperation & Governance	Conflict and cooperation theories including balance of power theory, security dilemma, regime stability, power politics vs international order and cooperation, contemporary issues in international relations including war and peace, international trade, development, global health, environment and climate change, human rights, international organizations and global governance including role of international organizations in peace, security, development and democratization, United Nations – role, relevance and reforms, global governance and global commons, regional and sub-regional organizations, impact of globalization on governance.	10

References and Suggested Readings

1. Global Politics — Andrew Heywood — Palgrave Macmillan
2. International Relations — Joshua Goldstein & Jon Pevehouse — Pearson
3. Theories of International Relations — Scott Burchill et al. — Palgrave
4. International Relations: A Very Short Introduction — Paul Wilkinson — Oxford University Press
5. Globalization and Its Discontents — Joseph Stiglitz — Penguin
6. International Relations — Pavneet Singh — Pearson India
7. World Politics — James Rosenau — Pearson

BBA23606IB · Cross Cultural Management

TY BBA			
Course Code	BBA23606IB	Number of Credits	2
Course Title	Cross Cultural Management		
Course Type	Minor · International Business Management	Total Contact Hours	30

Course Outcomes

On completion of the course, the student will be able to:	
CO1	Recall national culture influences business practices.
CO2	Classify cultural dimensions across countries.
CO3	Apply cross-cultural frameworks to business situations.
CO4	Analyse effective intercultural communication skills.

Course Contents

Unit	Unit Title	Contents	Hours
I	Culture and Global Business Environment	Meaning and nature of culture, determinants and levels of culture, facets of culture in business, national culture and business culture, East vs West business cultures, cultural diversity in organizations, globalization and cultural convergence.	10
II	Cultural Dimensions and Managerial Styles	Value orientations in culture, Hofstede's cultural dimensions, Trompenaars' cultural dilemmas, Hall's high-context and low-context cultures, culture and styles of management, cultural influence on leadership and decision-making, reconciling cultural differences in business.	10
III	Cross-Cultural Communication & Team Management	Business communication across cultures, barriers to intercultural communication, non-verbal communication in global context, negotiating across cultures, working with international teams, group processes in multicultural settings, conflict and cultural differences, building intercultural relationships.	10

References and Suggested Readings

1. Understanding Cross-Cultural Management — Browaeys & Price — Pearson
2. Cross-Cultural Management — David C. Thomas — Sage
3. International Management: Cross- Cultural Dimensions — Richard Mead — Wiley
4. Multinational and Cross-Cultural Management — Parissa Haghirian — Routledge
5. Cross-Cultural Management — Nigel Holden — Pearson

BBA23607 · Research Methodology Project

TY BBA			
Course Code	BBA23607	Number of Credits	4
Course Title	Research Methodology Project		
Course Type	Skill Enhancement	Total Contact Hours	—

The Research Methodology Project is designed to develop the student's ability to apply research concepts, analytical thinking and scientific investigation in business domains. It enables the student to conduct an independent study related to the chosen specialisation.

Objectives

- To understand research design and methodology.
- To develop problem identification and analytical skills.
- To apply statistical and analytical tools.
- To enhance report writing and presentation skills.
- To prepare students for industry research and higher studies.

Evaluation Scheme

Component	Marks
Research Proposal	10
Continuous Assessment (guide review)	20
Project Report	40
Viva Voce	30
Total	100

The project areas for each specialisation, the research process, the report format and index, the viva voce guidelines and the ethical guidelines are set out in full in Annexure B.

Annexure A · Internship and Research Internship Handbook

Reproduced from the handbook issued by the School of Commerce, Management and Computer Studies for BBA batches of 2023-24 onward. It governs BBA23507 Summer Internship. Prepared by Asst. Prof. Surjeet Kumar, Asst. Prof. Shilpa Khade, Asst. Prof. Gauri Jadhav (Coordinator).

E.1 Objectives of the Internship Programme

To integrate academic learning with real-world experience

Facilitate the application of classroom knowledge in practical settings across industries, start-ups, NGOs and research institutions, enhancing students' understanding of real-world challenges.

To develop professional, research and technological skills

Equip students with essential skills including workplace ethics, research methodology, data analysis, and exposure to emerging technologies relevant to traditional and modern sectors.

To foster entrepreneurship and decision-making abilities

Encourage entrepreneurial thinking by exposing students to business operations and start-up ecosystems, while enhancing problem-solving, critical thinking and teamwork capabilities.

To promote hybrid and collaborative learning models

Combine physical and digital learning modes through mentorship, expert interactions and joint projects with academic and industry partners, fostering interdisciplinary collaboration.

To instil social responsibility and community engagement

Cultivate awareness of societal needs and inspire students to contribute meaningfully through socially relevant internships, promoting inclusive development and civic responsibility.

E.2 About the Internship

Internships serve as a vital platform for enhancing the employability and research capabilities of undergraduate students. They offer practical exposure and real-world experience, allowing students to apply their academic knowledge in professional settings and gain insights beyond the classroom.

To cater to diverse career aspirations, undergraduate internships are categorised into two main verticals, with students given the flexibility to choose either based on their interests and goals.

One of the major challenges faced by graduates entering the job market is the lack of hands-on skills and workplace readiness. Internship programmes designed to boost employability focus on developing the competencies listed below.

- Effective project execution and informed decision-making
- Confidence building and teamwork skills
- Critical thinking and creative problem-solving
- Awareness of professional ethics and workplace conduct
- Exposure to industry practices, government operations and entrepreneurial ecosystems

These internships aim to bridge the gap between education and employment by preparing students to adapt, perform and thrive in real-world professional environments.

E.3 Schedule, Credits and Marks

Component	Schedule	Duration	Credits	Marks
Summer Internship	Fifth Semester	60 hours	2	50
Project / Viva	Fifth Semester	—	2	50

Component	Schedule	Duration	Credits	Marks
Total	—	60 hours	4	100

E.4 Stakeholders and Responsibilities

Students

Students are the primary participants in the internship or research internship programme. As per University regulations, each student is required to choose either a 2-credit industry-based internship or a research-focused internship.

- Fulfil all academic and practical obligations of the selected internship track.
- Complete assigned tasks with commitment and maintain professional conduct.
- Submit progress updates and a final report for evaluation within the prescribed timelines.

Coordinators of Department

The Head of Department is responsible for the overall coordination and implementation of the internship programme.

- Manage student registration and orientation procedures.
- Coordinate with Internship Providing Organisations, mentors, supervisors and nodal officers.
- Ensure that the internship aligns with academic learning outcomes and skill development.
- Supervise the evaluation and certification processes to ensure academic quality.

Internship Providing Organisation (IPO)

An Internship Providing Organisation refers to any entity or individual offering structured internship opportunities. This may include academic institutions, government bodies, research organisations, private enterprises, NGOs, artisans, farmers, cooperatives, or professionals of standing.

- Collaborate with the Head of Department or Nodal Officer to facilitate placement and registration.
- Provide required access to resources such as ID cards, libraries, laboratories or field sites.
- Designate a mentor to guide the intern through their practical or research engagements.
- Offer students meaningful exposure to professional or research environments.

Internship Supervisor

The Internship Supervisor is tasked with overseeing the intern's work and ensuring adherence to the objectives of the internship.

- Monitor attendance, punctuality and work discipline of the intern.
- Provide continuous supervision and timely feedback.
- Evaluate the intern's performance based on project work, creativity and engagement.
- Facilitate the issuance of a formal completion certificate at the end of the internship.

Mentor

A mentor is a professional or subject expert identified either by the institution or the student to provide guidance during the internship.

- Offer academic or professional support through regular interactions, physical or virtual.
- Support skill development in research, communication, ethical practices and domain knowledge.
- Monitor the intern's learning progress and guide them in achieving defined outcomes.
- Prepare and issue a completion certificate or evaluation report upon successful completion.

E.5 Process of the Internship (On-the-Job Training)

The programme follows a structured three-phase process, ensuring academic rigour and practical relevance.

Pre-Internship Phase

- Students must select their preferred sector of engagement, such as industry, non-governmental organisations, rural outreach programmes or research institutions.
- An Internship Supervisor will be appointed at the departmental level to guide and monitor the student throughout the internship.

During Internship Phase

- Students are required to maintain regular attendance at the internship site and report their progress to the assigned Internship Supervisor.
- Emphasis should be placed on the acquisition of practical skills, task completion, and adherence to workplace norms and ethics.

Post-Internship Phase

On completion, students must submit the following documents for evaluation.

- A comprehensive Internship Report detailing the nature of work undertaken, learnings and outcomes.
- A duly signed Attendance Sheet authenticated by the authorised person from the host organisation.
- An official Completion Certificate issued by the host organisation and countersigned by the Coordinator of the Department.

E.6 Evaluation

Stage	Evaluator	Criteria	Marks
End of Internship	Internal Supervisor	Skills acquired (10) · Originality and innovative contributions (10) · Attendance (5)	25
End of Internship	External Supervisor	Skills acquired (10) · Originality and innovative contributions (10) · Attendance (5)	25
Total	—	—	50

The Project and Viva component carries a further 50 marks, giving 100 marks and 4 credits in total.

E.7 Report Structure and Submission

The internship report is to be compiled in the following order.

Sr.	Description
1	Cover Page
2	Certificate from the Organisation
3	College Internship Certificate
4	Internship Objectives
5	Organisation Profile
6	Daily Internship Log
7	Summary of Work Done
8	Learning Outcomes
9	SWOT Analysis
10	Student Feedback
11	Supervisor's Evaluation (Company)
12	Conclusion and Recommendations
13	Annexures

Cover Page. Name of student, PRN number, programme, year and semester, internship duration, name of the organisation, department assigned, industry internship guide, faculty coordinator, institution name and date of submission.

Certificate from the Organisation. A scanned or original copy of the certificate from the company confirming the internship duration and performance.

College Internship Certificate. Issued by the college on its letterhead by the specialisation teacher, confirming successful completion.

Internship Objectives. Personal objectives, academic objectives and professional development goals.

Organisation Profile. Name and address, nature of business, key products, services and customers, vision and mission, organisation structure, departments and key personnel.

Summary of Work Done. A detailed overview of all key tasks completed, projects and reports contributed to, meetings attended, and tools or software used.

Learning Outcomes. Managerial skills acquired, business knowledge gained, improvement in soft skills, and industry exposure.

SWOT Analysis. A self-analysis of strengths, weaknesses, opportunities and threats based on the internship experience.

Student Feedback. How the internship helped academically and professionally, what the student would improve in future internships, and whether the internship aligned with career goals.

Conclusion and Recommendations. Summary of key takeaways, suggestions for future interns, and recommendations for the organisation where applicable.

Annexures. Certificates, photographs where permitted, and reports or documents prepared.

E.8 Daily Internship Log

The log sheet covers the 2-credit, 60-hour internship and is signed by both the internal and the external examiner. It carries the following columns.

- Sr. No.
- Date
- Activity Planned
- Activity Performed
- Time In
- Time Out
- Total Hours
- Learning Outcome
- Student's Signature
- Supervisor's Signature

Instructions

- Activity Planned: the task scheduled at the beginning of the day, with reference to the SOP.
- Activity Performed: the actual work done during the day.
- Time In and Time Out: working hours recorded for transparency.
- Total Hours: the daily tally, being Time Out less Time In.
- Learning Outcome: the key knowledge, skill or observation gained.

E.9 Standard Operating Procedures by Specialisation

Indicative day-wise activities for each specialisation stream.

Human Resource Management (HRM)

Day	Activity Planned
1	Induction into the HR department; roles and responsibilities explained
2	Overview of HR functions: recruitment, training, payroll, grievance redressal
3	Assist in screening resumes and shortlisting candidates
4	Attend or observe interviews and note the evaluation process
5	Prepare or update employee records, or assist in onboarding formalities
6	Assist in drafting job descriptions and posting jobs on portals
7	Learn HRMS software usage, where applicable
8	Help coordinate employee engagement activities
9	Study policies on leave, appraisal, attendance and safety
10	Create an employee satisfaction survey or feedback form
11	Study and assist in performance appraisal documentation
12	Data entry and analysis of HR-related data
13	Assist with training logistics: scheduling and material preparation
14	Draft HR letters: offer, confirmation, promotion and the like
15	Prepare the final HR internship report and present findings

Marketing Management (MKT)

Day	Activity Planned
1	Orientation to the marketing department and the company's products and services
2	Study current marketing strategies: digital, offline, ATL and BTL
3	Assist in market research or competitor analysis
4	Visit retail or distributor channels, where permitted
5	Assist in content creation for social media or brochures
6	Attend marketing meetings or client briefings
7	Work on customer database segmentation or profiling
8	Support SEO, SEM, social media or email marketing tasks

Day	Activity Planned
9	Help prepare survey forms or feedback tools
10	Learn and use tools such as Canva or Google Ads
11	Participate in branding or promotional campaign execution
12	Assist in event or trade show planning, where applicable
13	Analyse marketing KPIs or campaign results
14	Prepare a report on brand positioning or customer feedback
15	Submit the marketing project and present to the supervisor

Financial Management (FIN)

Day	Activity Planned
1	Orientation to the accounts and finance team
2	Study basic accounting entries, ledgers and financial statements
3	Assist in data entry into Tally or ERP, under supervision
4	Work on vouchers: purchase, sales, journal, cash and bank
5	Overview of GST filing and invoice matching
6	Learn about payroll accounting and statutory deductions
7	Reconcile bank statements or vendor payments
8	Support budget preparation or forecasting exercises
9	Learn about receivables and payables tracking
10	Study internal control processes: audit and compliance
11	Assist in preparing the trial balance or MIS reports
12	Use Excel for basic financial modelling or analysis
13	Assist in investment analysis or financial planning tasks
14	Review taxation basics and the company's tax process
15	Final finance report submission and review

International Business Management (IB)

Day	Activity Planned
1	Introduction to the international business department

Day	Activity Planned
2	Learn the company's export-import process and documentation
3	Study Incoterms, shipping methods and customs clearance
4	Assist in preparing shipping or export documents
5	Understand international pricing and currency exchange basics
6	Observe or help in correspondence with international clients
7	Analyse export markets and global demand trends
8	Study trade agreements, FTAs and tariffs related to the business
9	Research global competitors or foreign markets
10	Learn about payment methods: letter of credit, telegraphic transfer, advance payment
11	Support import documentation and vendor follow-up
12	Understand legal compliance for global transactions
13	Help track international shipments or vendor performance
14	Prepare a report on a country's business environment
15	Present internship findings and global business insights

- These standard operating procedures are flexible and may vary by company or sector.
- All tasks should be carried out under supervision.
- Some activities may be observational rather than hands-on, owing to company policy.

E.10 Sections Not Supplied

The contents page of the handbook lists the following sections, but no text for them was supplied with the file. They are to be inserted before publication.

- Message for Students Regarding Internships
- Message from the Research and Development Cell
- Process and Evaluation of Research Internship
- Feedback on Internship / Research Internship

Annexure B · Research Methodology Project Guidelines

Guidelines and submission requirements for BBA23607 Research Methodology Project, Semester VI.

B.1 Course Overview

The Research Methodology Project is designed to develop the student's ability to apply research concepts, analytical thinking and scientific investigation in business domains. It enables the student to conduct an independent study related to the chosen specialisation.

Objectives

- To understand research design and methodology.
- To develop problem identification and analytical skills.
- To apply statistical and analytical tools.
- To enhance report writing and presentation skills.
- To prepare students for industry research and higher studies.

B.2 Project Areas by Specialisation

Students must select a topic related to their specialisation. The following areas are suggested.

Specialisation	Suggested Areas
Human Resource Management (HRM)	Employee engagement and retention · Training effectiveness · Performance appraisal systems · Work-life balance · Organisational culture · Job satisfaction studies · HR analytics practices · Leadership styles and employee productivity
Marketing Management (MKT)	Consumer buying behaviour · Digital marketing effectiveness · Brand loyalty analysis · Social media marketing impact · Customer satisfaction studies · Influencer marketing · Retail marketing strategies · Green marketing practices
Financial Management (FIN)	Investment behaviour of investors · Financial performance analysis · Risk management practices · Mutual fund awareness · Working capital management · Banking service quality · Financial literacy studies · Capital structure analysis
International Business Management (IB)	Export-import challenges · Global marketing strategies · Cross-cultural management · Foreign market entry strategies · International trade policies · Supply chain globalisation · Impact of globalisation on SMEs · International logistics management

B.3 Research Process

The project must follow the standard research process set out below.

- Selection of topic
- Problem definition
- Literature review
- Research objectives
- Hypothesis formulation, where applicable
- Research design

- Sampling design
- Data collection: primary data through survey or interview, and secondary data
- Data analysis and interpretation
- Findings
- Suggestions and recommendations
- Conclusion
- Limitations and scope for future research
- References
- Annexure containing the questionnaire

B.4 Report Format and Binding

Typing guidelines

Font	Times New Roman
Font size	12
Line spacing	1.5
Alignment	Justified
Margin	1 inch on all sides
Page number	Bottom centre or bottom right

Binding requirements

- The final report must be submitted hard bound in a black book.
- Golden embossed printing on the front cover and the spine.
- A4 size pages on good quality white paper of 80 to 100 GSM.
- Spiral binding and soft binding are not permitted for final submission.

B.5 Report Structure

Section	Particulars
Preliminary Pages	Cover Page · Certificate · Student Declaration · Acknowledgement · Table of Contents · List of Tables · List of Figures
Chapter 1: Introduction	Industry Profile · Company Profile, where applicable · Research Background · Problem Statement · Objectives of the Study · Scope of the Study · Limitations of the Study
Chapter 2: Literature Review	Review of Literature · Conceptual Framework · Research Gap
Chapter 3: Research Methodology	Research Design · Type of Research · Data Sources · Sampling Method · Sample Size · Tools for Data Collection · Statistical Tools Used
Chapter 4: Data Analysis and Interpretation	Data Presentation · Tables · Graphs and Charts · Statistical Analysis
Chapter 5: Findings and Discussion	Major Findings · Discussion and Interpretation
Chapter 6: Conclusion and Suggestions	Conclusion · Practical Recommendations · Managerial Implications
End Matter	References · Annexure: questionnaire or interview schedule

Notes on pagination

- Preliminary pages are numbered in Roman numerals (i, ii, iii and so on).
- The main chapters begin at page 1.
- Chapter titles are set in bold.
- Page numbers are aligned to the right.

B.6 Evaluation Scheme

Component	Marks
Research Proposal	10
Continuous Assessment (guide review)	20
Project Report	40
Viva Voce	30
Total	100

B.7 Viva Voce

Students must be prepared to explain the following.

- Justification of the research topic

- Objectives and hypothesis
- Sampling method
- Data collection process
- Statistical tools used
- Key findings
- Practical implications
- Limitations of the study

Evaluation criteria

- Conceptual clarity
- Understanding of methodology
- Analytical ability
- Communication skills
- Practical application

B.8 Ethical Guidelines

Students must observe the following.

- Avoid plagiarism.
- Use genuine data only.
- Cite all references properly.
- Maintain the confidentiality of respondents.
- Do not fabricate responses.

B.9 Instructions

- The project is an individual one, unless otherwise specified.
- The report should run to a minimum of 60 to 80 pages.
- Charts and statistical interpretation must be used.
- The report must be submitted before the deadline; late submission may attract a penalty.