

DELHI TECHNOLOGICAL UNIVERSITY



University School of Management and Entrepreneurship

Four Year Undergraduate Programme Curriculum

**BACHELOR OF BUSINESS ADMINISTRATION
(HONOURS)/ (HONOURS WITH RESEARCH)**

BBA (Honours)/ (Honours with Research)

For Academic Session 2025-26 and Onwards

University School of Management and Entrepreneurship

East Delhi Campus, Vivek Vihar Phase II, New Delhi 110095

Four Year Undergraduate Programme (FYUP): BACHELOR OF BUSINESS ADMINISTRATION (HONOURS)/ (HONOURS WITH RESEARCH)

BBA (Honours)/ (Honours with Research)

The Bachelor of Business Administration (BBA) programme provides a comprehensive education in various aspects of business and management. A BBA degree is typically designed to equip students with a strong foundation in business principles and skills, preparing them for entry-level managerial positions in various industries. The curriculum of a BBA program covers a range of business disciplines, including accounting, finance, marketing, management, economics, operations, and more. Students learn about fundamental concepts, theories, and practices in these areas to develop a well-rounded understanding of how businesses operate. the course structure will include multidisciplinary courses to broaden the intellectual experience of the students; ability enhancement courses to enable the students to acquire and demonstrate the core linguistic skills, including critical reading and expository and academic writing skills, and skill-enhancement courses, including value-added courses which will seek to impart practical skills, hands-on training, soft skills, etc., to enhance the employability of students.

The BBA four-year programme has been designed in line with New Education Policy which offers minor specialisation, interdisciplinary, value-added, and ability enhancement courses. Our BBA four years program offers multiple entry and exits options along with minor specialisation in data sciences and economics. Also, students are offered an option of discipline specific specialisation in finance, marketing and human resource management. Overall, the program offers a comprehensive and holistic combination business, entrepreneurship, data science, and value-added courses and experience. The University is offering a four-year undergraduate program (FYUP) in BBA program from the 2023-24 academic sessions. The programme is based on the philosophy and structural elements proposed in the New Education Policy 2020, and the Curriculum and Credit Framework for undergraduate programs published by the UGC in December 2022. The major elements of NEP 2020 such as a structure of certification providing flexibility of learning curriculum, multiple entry and exit points, multidisciplinary of learning, interdisciplinary courses, providing for deeper learning in dual disciplines, through a Minor in a multidisciplinary area. Such Minor options have been brought into the curriculum. It is envisaged that along with BBA, the minor would be available in streams of Economics and/or Decision Sciences/Analytics that have proven to be of great value. The programme will offer multiple exit options to the students with an option to obtain a one-year certificate/two-year diploma in Management, or a 3-Year BBA degree with or without the Minor Specialization/4-Year Honours Degree with or without the Minor Specialization.

Program Outcomes:

PO1: Business Knowledge and Application: Graduates will demonstrate a comprehensive understanding of core business concepts, including accounting, finance, marketing, management, and operations. They will be able to apply this knowledge to analyze business problems, develop strategic solutions, and make informed decisions in a dynamic business environment.

PO2: Effective Communication and Leadership: Graduates will exhibit strong communication skills, both written and verbal, tailored to various business contexts. They will also demonstrate leadership abilities, including teamwork, conflict resolution, and the capability to motivate and guide others towards achieving organizational goals.

PO3: Critical Thinking and Problem-Solving: Graduates will possess the ability to think critically and creatively in order to identify, assess, and solve complex business problems. They will be skilled in using quantitative and qualitative analysis techniques to support decision-making processes and to innovate within their organizations.

PO4: Ethical and Social Responsibility: Graduates will understand the ethical implications of business decisions and will be committed to practicing integrity and ethical behavior in their professional lives. They will recognize the importance of social responsibility and sustainability, and will be equipped to contribute positively to their communities and the broader society.

Program Specific Outcomes (PSO):

PSO1: Financial Analysis and Reporting: Graduates will be proficient in financial analysis, including the ability to interpret financial statements, assess financial performance, and make informed investment decisions. They will be skilled in using financial tools and software to support strategic financial planning and reporting.

PSO2: Marketing Strategy and Implementation: Graduates will demonstrate expertise in developing and implementing effective marketing strategies. They will understand consumer behavior, market research techniques, and digital marketing tools, enabling them to create and execute marketing plans that drive business growth and brand development.

PSO3: Operations and Supply Chain Management: Graduates will be capable of optimizing business operations and managing supply chains efficiently. They will understand principles of operations management, logistics, and quality control, and will be able to apply these principles to improve productivity and operational efficiency in various business settings.

PSO4: Entrepreneurship and Innovation: Graduates will be prepared to identify and capitalize on entrepreneurial opportunities. They will possess the knowledge and skills to develop business plans, secure funding, and launch new ventures. Additionally, they will be adept at fostering innovation within established organizations, promoting a culture of continuous improvement and creative problem-solving.

PSO5: Human Resource Management: Graduates will understand the principles and practices of human resource management, including recruitment, training and development, performance appraisal, and compensation management. They will be equipped to develop and implement HR policies that enhance employee satisfaction and organizational effectiveness.

PSO6: Business Law and Ethics: Graduates will have a solid understanding of business law and ethical principles. They will be able to navigate the legal environment of business, ensuring compliance with regulations and ethical standards. They will also be capable of making ethically sound decisions that balance profit with social responsibility.

PSO7: Global Business and Cultural Awareness: Graduates will be knowledgeable about global business practices and the impact of cultural differences on business operations. They will be able to analyze international markets, develop global business strategies, and manage cross-cultural teams effectively, preparing them for success in a globalized economy.

PSO8: Information Technology and Data Analytics: Graduates will be proficient in using information technology and data analytics to support business decision-making. They will be skilled in leveraging business intelligence tools, managing information systems, and analyzing data to uncover insights that drive strategic initiatives and improve business performance.

Program Educational Outcomes (PEO):

PEO1: Comprehensive Business Education: Students will receive a well-rounded education in business, covering essential disciplines such as accounting, finance, marketing, management, and operations. This broad knowledge base will prepare them for diverse career opportunities in various sectors of the economy.

PEO2: Practical Experience and Application: Students will gain practical experience through internships, projects, and case studies, enabling them to apply theoretical knowledge to real-world business challenges. This hands-on approach will enhance their problem-solving skills and prepare them for the demands of the business environment.

PEO3: Professional and Personal Development: Students will develop key professional skills, including effective communication, leadership, teamwork, and ethical decision-making. They will also engage in continuous personal development, fostering adaptability, resilience, and a commitment to lifelong learning in their professional careers.

PEO4: Global and Cultural Competence: Students will cultivate an understanding of global business dynamics and cultural diversity. They will be equipped to operate in international contexts, appreciating the impact of cultural differences on business practices and developing strategies to succeed in a global marketplace.

PEO5: Innovative Thinking and Entrepreneurship: Students will develop innovative thinking skills and an entrepreneurial mindset. They will learn how to identify opportunities, create and assess business plans, and launch new ventures. This outcome will prepare them to drive innovation and contribute to economic growth, whether as entrepreneurs or intrapreneurs within established organizations.

PEO6: Ethical Leadership and Social Responsibility: Students will understand the importance of ethical leadership and social responsibility in business. They will be prepared to lead with integrity, make ethically sound decisions, and contribute positively to society by promoting sustainable business practices and engaging in community development initiatives.

PART A: Nomenclature

SN	Nomenclature	Requirements
1	Under Graduate Certificate in Business Administration	A student opting for exit after 1 year may be awarded a certificate in Business Administration after fulfilling following conditions: a) Secured 40 credits as per BBA 1 st year curriculum b) One vocational course of 4 credits during the summer vacation of the first year These students are allowed to re-enter the degree program within three years and complete the degree program within the stipulated maximum period of seven years.
2	Under Graduate Diploma in Business Administration	A student opting for exit after 2 years may be awarded a diploma in Business Administration after fulfilling following conditions: a) Secured 80 credits as per BBA 1 st and 2 nd year curriculum b) One vocational course of 4 credits during the summer vacation of the first year/ second year. These students are allowed to re-enter the degree program within three years and complete the degree program within the stipulated maximum period of seven years.
3	Bachelor of Business Administration (BBA) degree	Students opting to exit after 3 years will be awarded BBA degree after fulfilling following conditions: a) Secured 120 credits as per BBA 1 st , 2 nd and 3 rd year curriculum
4	Bachelor of Business Administration (BBA) degree with minor/ specialization	Students opting to exit after 3 years will be awarded BBA degree with minor/ specialization after fulfilling following conditions: a) Secured 120 credits as per BBA 1 st , 2 nd and 3 rd year curriculum b) Secured 24 credits in minor/ specialization Remarks: A students can opt at most two minor/ specialization- minor in interdisciplinary areas i.e. data sciences or economics and the specialization in discipline specific area i.e. finance, marketing or human resource management. MOOCS might be opted as per given guidelines.
5	4-year Bachelor of Business Administration (BBA) Degree (Honours)	A four-year BBA (Honours) degree will be awarded after fulfilling following conditions: a) Secured 160 credits as per BBA 1 st , 2 nd , 3 rd and 4 th year curriculum
6	4-year Bachelor of Business Administration (BBA) Degree (Honours) with minor/ specialization	A four-year BBA (Honours) degree with minor/ specialization will be awarded after fulfilling following conditions: a) Secured 160 credits as per BBA 1 st , 2 nd , 3 rd and 4 th year curriculum b) Secured 32 credits in minor/ specialization

		Remarks: A students can opt at most two minor/ specialization- minor in interdisciplinary areas i.e. data sciences or economics and the specialization in discipline specific area i.e. finance, marketing or human resource management. MOOCS might be opted as per given guidelines.
7	4-year Bachelor of Business Administration (BBA) Degree (Honours with Research)	<p>The research track will be offered to students with CGPA greater than or equal to 7.5 at end of the fifth semester. A four-year BBA (Honours) degree with research will be awarded after fulfilling following conditions:</p> <ul style="list-style-type: none"> a) Student opts for research track at the start of 7th Semester. b) Secured 160 credits as per BBA 1st, 2nd, 3rd and 4th year curriculum
8	4-year Bachelor of Business Administration (BBA) Degree (Honours with Research) and minor/ specialization	<p>The research track will be offered to students with CGPA greater than or equal to 7.5 at the end of the fifth semester. A four-year BBA (Honours) degree with research as well as minor/ specialization will be awarded after fulfilling following conditions:</p> <ul style="list-style-type: none"> a) Student opts for research track at the start of 7th semester. b) Secured 160 credits as per BBA 1st, 2nd, 3rd and 4th year curriculum c) Secured 32 credits in minor/ specialization <p>Remarks: A students can opt at most two minor/ specialization- minor in interdisciplinary areas i.e. data sciences or economics and the specialization in discipline specific area ie finance, marketing or human resource management. MOOCS might be opted as per given guidelines.</p>

Note:

1. Exit and reentry is allowed as per DTU's policy in this regard.
2. Those who wish to accomplish the four years honours degree would be permitted to register for additional credits to complete the required 160 credits for BBA (Honours) four years program.
3. VAC, AEC and SEC are mandatory to complete.

PART B: Minimum Credit Requirement								
Discipline	CERTIFICATE	DIPLOMA	3 YEAR UG	3-YEAR UG DEGREE WITH A MINOR / SPECIALISATION	4 YEAR UG	4 YEAR UG DEGREE WITH MINOR / SPECIALISATION	4-YEAR DEGREE WITH RESEARCH	4 YEAR UG DEGREE WITH RESEARCH WITH MINOR / SPECIALISATION
Department Core Courses (DCC)	24	48	64	64	64	64	72	72
Discipline Specific Courses (DEC)	-	-	4	4	20	20	12	12
Generic Elective Courses/ Discipline Specific Courses (GEC/DEC)	-	8	20	20	32	32	28	28
Interdisciplinary core courses (ICC)	8	8	12	12	12	12	12	12
Ability Enhancement Course (AEC)	2	6	6	6	6	6	6	6
Skill Enhancement Course (SEC)	4	4	6	6	6	6	6	6
Value Addition Course (VAC)	2	6	6	6	6	6	6	6
Summer Internship	4	4	2	2	2	2	2	2
Dissertation / Research Project*	-	-	-	-	12	12	16	16
Total	40*	80*	120	120	160	160	160	160
Community Engagement*	2	2	2	2	2	2	2	2

*Credits will not be counted towards degree. In semester I, students also have to register for a compulsory 02 credits course MS199: Community Engagement (Mentoring School Students), duration of which will be one year and the evaluation will be done at the end of semester II.

* The research work is to published in Journal/Conference/Seminar as per UGC.

Semester Wise Courses and Credit Structure

First Semester

Code	Course Title	Discipline	Credits	Contact Hours/Week			Relative Weights				
				L	T	P	CWS	PRS	MTE	ETE	PRE
BBA 101	Principles of Management	DCC	4	3	1	0	25	-	25	50	-
BBA 103	Financial Accounting	DCC	4	3	1	0	25	-	25	50	-
BBA 105	Business Economics	DCC	4	3	1	0	25	-	25	50	-
BBA 107	Business Mathematics	ICC	4	3	1	0	25	-	25	50	-
BBA 109	Computer Applications	SEC	2	1	0	2	15	25	20	40	-
BBA 111	Business Communication	AEC	2	0	1	2	-	50	-	-	50
Total			20								

Note: Additional 02 Credits are to be earned from mandatory course MS199: Community Engagement in first year to fulfil the requirements of the evaluation of four-year BBA degree.

Second Semester

Code	Course Title	Discipline	Credits	Contact Hours/Week			Relative Weights				
				L	T	P	CWS	PRS	MTE	ETE	PRE
BBA 102	Business Environment	DCC	4	3	1	0	25	-	25	50	-
BBA 104	Business Statistics & Operation Research	DCC	4	3	1	0	25	-	25	50	-
BBA 106	Introduction to Business Analytics	DCC	4	3	1	0	25	-	25	50	
BBA 108	Legal aspects of Business	ICC	4	3	1	0	25	-	25	50	-
BBA 110	Analysis of Recent Business Development	SEC	2	0	1	2	-	50	-	-	50
BBA 112	Environmental Science & Sustainable Development	VAC	2	2	0	0	25	-	25	50	-
Total			20								

Third Semester

Code	Course Title	Discipline	Credits	Contact Hours/Week			Relative Weights				
				L	T	P	CWS	PRS	MTE	ETE	PRE
BBA 201	Organization Behavior	DCC	4	3	1	0	25	-	25	50	-
BBA 203	Marketing Management	DCC	4	3	1	0	25	-	25	50	-
BBA 205	Cost & Management Accounting	DCC	4	3	1	0	25	-	25	50	-
BBA 207	Soft Skills and Personality Development	AEC	2	0	1	2	-	50	-	-	50
BBA 209	Science and Practice of Happiness	VAC	2	2	0	0	25	-	25	50	-
	GEC/DEC	*GEC/DEC	4	3	1	0	25	-	25	50	
Total			20								

*A student has to opt for GEC or/and DEC depending upon his/her interest and to complete his/her credits requirements in Minor or Specialization

Fourth Semester

Code	Course Title	Discipline	Credits	Contact Hours/Week			Relative Weights				
				L	T	P	CWS	PRS	MTE	ETE	PRE
BBA 202	Human Resource Management	DCC	4	3	1	0	25	-	25	50	-
BBA 204	Financial Management	DCC	4	3	1	0	25	-	25	50	-
BBA 206	Research Methodology	DCC	4	3	1	0	25	-	25	50	-
BBA 208	Written Analysis of cases	AEC	2	0	1	2	-	50	-	-	50
BBA 210	Logical Reasoning	VAC	2	2	0	0	25	-	25	50	-
	GEC/DEC	*GEC/DEC	4	3	1	0	25	-	25	50	
Total			20								

*A student has to opt for GEC or/and DEC depending upon his/her interest and to complete his/her credits requirements in Minor or Specialization

Fifth Semester

Code	Course Title	Discipline	Credits	Contact Hours/Week			Relative Weights				
				L	T	P	CWS	PRS	MTE	ETE	PRE
BBA 301	Business Policy and Strategic Management	DCC	4	3	1	0	25	-	25	50	-
BBA 303	E-commerce	DCC	4	3	1	0	25	-	25	50	-
BBA 305	Summer Internship Report	DCC	2	-	-	-	-	40	-	-	60
BBA 307	Entrepreneurship Development	SEC	2	2	0	0	25	-	25	50	-
	DEC	DEC	4	3	1	0	25	-	25	50	-
	GEC/DEC	*GEC/DEC	4	3	1	0	25	-	25	50	
Total			20								

* A student has to opt for GEC *or/and* DEC depending upon his/her interest and to complete his/her credits requirements in Minor or Specialization

Sixth Semester

Code	Course Title	Discipline	Credits	Contact Hours/Week			Relative Weights				
				L	T	P	CWS	PRS	MTE	ETE	PRE
BBA 302	Management Information System	DCC	4	3	1	0	25	-	25	50	-
BBA 304	Operations & Supply Chain Management	DCC	4	3	1	0	25	-	25	50	-
BBA 306	Ethics and Corporate Social Responsibility	ICC	4	3	1	0	25	-	25	50	-
	GEC/DEC	*GEC/DEC	4	3	1	0	25	-	25	50	-
	GEC/DEC	*GEC/DEC	4	3	1	0	25	-	25	50	
Total			20								

* A student has to opt for GEC *or/and* DEC depending upon his/her interest and to complete his/her credits requirements in Minor or Specialization.

Seventh Semester (Honours)

Code	Course Title	Discipline	Credits	Contact Hours/Week			Relative Weights				
				L	T	P	CWS	PRS	MTE	ETE	PRE
BBA 401	Major Research Project-I	DCC	4	-	-	-	-	40	-	-	60
	DEC	DEC	4	3	1	0	25	-	25	50	-
	DEC	DEC	4	3	1	0	25	-	25	50	-
	GEC/DEC	*GEC/DEC	4	3	1	0	25	-	25	50	-
	GEC/DEC	*GEC/DEC	4	3	1	0	25	-	25	50	-
Total			20								

* A student has to opt for GEC OR/AND DEC depending upon his/her interest and to complete his/her credits requirements in Minor or Specialization

Eighth Semester (Honours)

Code	Course Title	Discipline	Credits	Contact Hours/Week			Relative Weights				
				L	T	P	CWS	PRS	MTE	ETE	PRE
BBA 402	Major Research Project-II (Continued from 7 th semester)	DCC	8	-	-	-	-	40	-	-	60
	DEC	DEC	4	3	1	0	25	-	25	50	-
	DEC	DEC	4	3	1	0	25	-	25	50	-
	GEC/DEC	*GEC/DEC	4	3	1	0	25	-	25	50	-
Total			20								

* A student has to opt for GEC OR/AND DEC depending upon his/her interest and to complete his/her credits requirements in Minor or Specialization

HONOURS WITH RESEARCH

Seventh Semester (Honours with Research)

Code	Course Title	Discipline	Credits	Contact Hours/Week			Relative Weights				
				L	T	P	CWS	PRS	MTE	ETE	PRE
BBA 405	Qualitative Research Techniques	DCC	4	3	1	0	25	-	25	50	-
BBA 407	Quantitative Research Techniques	DCC	4	3	1	0	25	-	25	50	-
BBA 409	Dissertation-I	DCC	4	-	-	-	-	40	-	-	60
	DEC	DEC	4	3	1	0	25	-	25	50	-
	GEC/DEC	*GEC/DEC	4	3	1	0	25	-	25	50	-
Total			20								

* A student has to opt for GEC OR/AND DEC depending upon his/her interest and to complete his/her credits requirements in Minor or Specialization

Eighth Semester (Honours with Research)

Code	Course Title	Discipline	Credits	Contact Hours/Week			Relative Weights				
				L	T	P	CWS	PRS	MTE	ETE	PRE
BBA 406	Dissertation-II	DCC	12	-	-	-	-	40	-	-	60
	DEC	DEC	4	3	1	0	25	-	25	50	-
	GEC/DEC	*GEC/DEC	4	3	1	0	25	-	25	50	-
Total			20								

* A student has to opt for GEC OR/AND DEC depending upon his/her interest and to complete his/her credits requirements in Minor or Specialization

List of Discipline Specific Elective Courses (DEC)

Semester	Elective Courses	Course Code
	HRM	
III	Positive Psychology	BBAH21
III	Management of Industrial Relations-I	BBAH23
IV	Human Values	BBAH22
IV	Management of Industrial Relations-II	BBAH24
V	Organisational Behaviour-II	BBAH31
V	Organizational Development	BBAH33
VI	Human Resource Management-II	BBAH32
VI	Strategic HRM	BBAH34
VII	Talent and knowledge management	BBAH41
VII	HRD systems and strategies	BBAH43
VII	Training and Development	BBAH45
VII	Interpersonal processes & counselling skills for managers	BBAH47
VIII	Cross-cultural & International HRM	BBAH 42
VIII	HR Analytics	BBAH44
VIII	Performance & compensation management	BBAH46
	Finance	
III	Financial Markets & Institutions	BBAF21
IV	Financial Statements and Analysis	BBAF22
V	Financial Management-II	BBAF31
V	Investment Banking & Financial services	BBAF33
VI	Investment Analysis & Portfolio Management	BBAF32
VI	International Finance	BBAF34
VII	Financial Modeling & Derivatives	BBAF41
VII	Strategic Corporate finance	BBAF43
VII	Project appraisal	BBAF45
VIII	Time Series Analysis	BBAF42
VIII	Corporate Tax Laws	BBAF44
VIII	Business Analysis & valuation	BBAF46
	Marketing	
III	Marketing Management-II	BBAM21
IV	Consumer Behaviour	BBAM22
V	Customer relationship marketing	BBAM31
V	Distribution and supply chain management	BBAM33
V	Digital Marketing Analytics	BBAM35
VI	Strategic brand management	BBAM32
VI	Personal selling & Sales Force Management	BBAM34
VI	Product Management	BBAM36
VII	Project Management	BBAM41
VII	Marketing Analytics	BBAM43
VII	Integrated Marketing Communication	BBAM45
VII	Retail marketing	BBAM47

VIII	Marketing of services	BBAM44
VIII	International marketing	BBAM42
VIII	Strategy Implementation	BBAM46

Minor-1 (Data Sciences)

Semester	Code	Course Title	Credits	Contact Hours/Week			Relative Weights				
				L	T	P*	CWS	PRS	MTE	ETE	PRE
III	BBAD21	Introduction to Programming using Python	4	3	0	2	15	25	20	40	-
IV	BBAD22	Database Management Systems	4	3	0	2	15	25	20	40	-
V	BBAD31	Predictive Modelling	4	3	0	2	15	25	20	40	-
VI	BBAD32	Data Warehousing & Data Mining	4	4	0	0	25	-	25	50	-
VII	BBAD41	Machine Learning	4	4	0	0	25	-	25	50	-
VIII	BBAD42	Introduction to Big Data Systems	4	4	0	0	25	-	25	50	-
VIII	BBAD44	Decision Analysis and Techniques	4	4	0	0	25	-	25	50	-

Minor-2 (Economics)

Semester	Code	Course Title	Credits	Contact Hours/Week			Relative Weights				
				L	T	P*	CWS	PRS	MTE	ETE	PRE
III	BBAE21	Principles of Microeconomics	4	3	1	0	25	-	25	50	-
IV	BBAE22	Principles of Macroeconomics	4	3	1	0	25	-	25	50	-
V	BBAE31	Intermediate Microeconomics	4	3	1	0	25	-	25	50	-
VI	BBAE32	Intermediate Macroeconomics	4	3	1	0	25	-	25	50	-
VII	BBAE41	Introductory Econometrics	4	3	1	0	25	-	25	50	-
VII	BBAE43	Indian Economy	4	3	1	0	25	-	25	50	-
VIII	BBAE42	Development Economics	4	3	1	0	25	-	25	50	-
VIII	BBAE44	International Economics	4	3	1	0	25	-	25	50	-
VIII	BBAE46	India's Diversity	4	3	1	0	25	-	25	50	-

BBA 101 PRINCIPLES OF MANAGEMENT	3-1-0
<p>Course Objectives: The course aims at providing fundamental knowledge and exposure to the concepts, theories and practices in the field of management.</p> <p>Course Outcomes:</p> <p>BBA101.1: Evaluate the global context for taking managerial actions of planning, organizing and controlling.</p> <p>BBA101.2: Apply management principles into management practices and ability to determine the most effective action to undertake in specific situations.</p> <p>BBA101.3: Analyze how the managerial tasks of planning, organizing, and controlling can be executed in a variety of circumstances.</p>	
<p>Unit-I: Introduction: Concept, Nature, Process and Significance of Management; Managerial levels, skills, Functions and Roles; Management vs. Administration; Coordination as Essence of Management; Development of Management Thought: Classical, Neo-Classical, Behavioral, Systems and Contingency Approaches.</p>	
<p>Unit-II: Planning: Nature, Scope and Objectives of Planning; Types of plans; Planning Process; Business Forecasting; MBO: Concept, Types, Process and Techniques of Decision-Making; Bounded Rationality. Organising: Concept, Nature, Process and Significance; Principles of an Organization; Span of Control; Departmentation; Types of an Organization; Authority-Responsibility; Delegation and Decentralization; Formal and Informal Organization.</p>	
<p>Unit-III: Staffing: Concept, Nature and Importance of Staffing. Motivating and Leading: Nature and Importance of Motivation; Types of Motivation; Theories of Motivation: Maslow, Herzberg, X, Y and Z; Leadership: Meaning and Importance; Traits of a leader; Leadership Styles – Likert’s Systems of Management, Tannenbaum & Schmidt Model and Managerial Grid.</p>	
<p>Unit-IV: Controlling: Nature and Scope of Control; Types of Control; Control Process; Control Techniques – Traditional and Modern; Effective Control System. Communication: Basic Forms of Communication, Process of Communication, Principles of Effective Business Communication, 7Cs; Media of Communication: Types of Communication: Barriers of Communication.</p>	
<p>Text Books</p> <ul style="list-style-type: none"> • S.P. Robbins, “Fundamentals of Management: Essentials Concepts and Applications”, Pearson Education, 2014. • Stoner, Freeman and Jr. Gilbert “Management”, Pearson Education, 2014. • H. Koontz, “Essentials of Management”, McGraw Hill Education, 2012. • C. B. Gupta, “Management Concepts and Practices”, Sultan Chand and Sons, New Delhi, 2012. • A. W. Ghillyer, “Management- A Real-World Approach”, McGraw Hill Education, 2010. • K. Mukherjee, “Principles of Management”, McGraw Hill Education, 2012. 	

BBA 103: FINANCIAL ACCOUNTING	3-1-0
<p>Course Objectives: The objective of this subject is to give understanding of the basic accounting principles and techniques of preparing the accounts for users of accounting information.</p> <p>Course Outcomes:</p> <p>BBA103.1: Analyse, interpret and communicate the information contained in basic financial statements.</p> <p>BBA103.2: Apply accounting concepts, principles and conventions in understanding financial statements</p> <p>BBA103.3: Evaluate ethical issues related to accounting in contemporary & contemporary issues in accounting that are relevant in the present scenario.</p>	
<p>Unit-I: Meaning and Scope of Accounting: Objectives and nature of Accounting, Definition and Functions of Accounting, Book Keeping and Accounting, Interrelationship of Accounting with other Disciplines, Branches of Accounting, Limitation of Accounting, Accounting Principles and Standards: Accounting Principles, Accounting Concepts and Conventions, Meaning and relevance of GAAP, Introduction to Accounting Standards Issued by ICAI.</p>	
<p>Unit-II: Journalizing Transactions: Journal Entries, compound Journal entries, Opening Entry. Ledger Posting and Trial Balance: Preparation of Ledger, Posting, Cash book, Sales and Purchase book and Trial Balance. Company Final Accounts: Preparation of Final Accounts with adjustments, Trading Account, Profit & Loss Account, Balance Sheet.</p>	
<p>Unit-III: Depreciation Provisions and Reserves: Concept of Depreciation, Causes of Depreciation, Basic Features of Depreciation, Meaning of Depreciation Accounting, Objectives of Providing Depreciation, Fixation of Depreciation Amount, Method of Recording Depreciation, Methods of Providing Depreciation, Depreciation Policy, AS-6 (Revised) Provisions and Reserves, Change of method of Depreciation (by both current and retrospective effect). Contemporary Issues & Challenges in Accounting: Human Resource Accounting, Green Accounting, Inflation Accounting, Price level Accounting, Social Responsibility Accounting</p>	
<p>Unit-IV: Shares and Share Capital: Introduction to Joint Stock Company, Shares, Share Capital, Accounting Entries, Under Subscription, Oversubscription, Calls in Advance, Calls in Arrears, Issue of Share at Premium, Issue of Share at Discount, Forfeiture of Shares, Surrender of Shares, Right Shares. Issue and Listing of Securities: Stock Exchange of India, Control of SEBI, Regulating business in stock exchange (Elementary Knowledge only).</p>	
<p>Text Books</p> <ul style="list-style-type: none"> • P. C. Tulsian, "Financial Accountancy", Pearson Education, 2012. • S. N. Maheshwari and S. K. Maheshwari, "An Introduction to Accountancy", Vikas Publishing House, 2012. • Asish K. Bhattacharyya, "Essentials of Financial Accounting", Prentice Hall of India, 2010. • Rajasekran, "Financial Accounting", Pearson Education, 2012. • S. K. Bhattacharya and J. Dearden, "Accounting for Manager – Text and Cases", Vikas Publishing House, 2010. 	

BBA 105: BUSINESS ECONOMICS	3-1-0
<p>Course Objectives: The aim is to achieve knowledge of the fundamentals of microeconomic theory and how these are applied in business.</p> <p>Course Outcomes:</p> <p>BBA105.1: To understand fundamental concepts and principles of Business Economics and their application in decision-making.</p> <p>BBA105.2: To analyze consumer behavior and demand patterns using utility theories and elasticity concepts.</p> <p>BBA105.3: To explain production processes and apply laws of production to optimize resource use.</p>	
<p>Unit-I: Meaning and Scope of Accounting: Objectives and nature of Accounting, Definition and Functions of Accounting, Book Keeping and Accounting, Interrelationship of Accounting with other Disciplines, Branches of Accounting, Limitation of Accounting, Accounting Principles and Standards: Accounting Principles, Accounting Concepts and Conventions, Meaning and relevance of GAAP, Introduction to Accounting Standards Issued by ICAI.</p>	
<p>Unit-II: Journalizing Transactions: Journal Entries, compound Journal entries, Opening Entry. Ledger Posting and Trial Balance: Preparation of Ledger, Posting, Cash book, Sales and Purchase book and Trial Balance. Company Final Accounts: Preparation of Final Accounts with adjustments, Trading Account, Profit & Loss Account, Balance Sheet.</p>	
<p>Unit-III: Depreciation Provisions and Reserves: Concept of Depreciation, Causes of Depreciation, Basic Features of Depreciation, Meaning of Depreciation Accounting, Objectives of Providing Depreciation, Fixation of Depreciation Amount, Method of Recording Depreciation, Methods of Providing Depreciation, Depreciation Policy, AS-6 (Revised) Provisions and Reserves, Change of method of Depreciation (by both current and retrospective effect). Contemporary Issues & Challenges in Accounting: Human Resource Accounting, Green Accounting, Inflation Accounting, Price level Accounting, Social Responsibility Accounting</p>	
<p>Unit-IV: Shares and Share Capital: Introduction to Joint Stock Company, Shares, Share Capital, Accounting Entries, Under Subscription, Oversubscription, Calls in Advance, Calls in Arrears, Issue of Share at Premium, Issue of Share at Discount, Forfeiture of Shares, Surrender of Shares, Right Shares. Issue and Listing of Securities: Stock Exchange of India, Control of SEBI, Regulating business in stock exchange (Elementary Knowledge only).</p>	
<p>Text Books</p> <ul style="list-style-type: none"> • P. C. Tulsian, "Financial Accountancy", Pearson Education, 2012. • S. N. Maheshwari and S. K. Maheshwari, "An Introduction to Accountancy", Vikas Publishing House, 2012. • Asish K. Bhattacharyya, "Essentials of Financial Accounting", Prentice Hall of India, 2010. • Rajasekran, "Financial Accounting", Pearson Education, 2012. • S. K. Bhattacharya and J. Dearden, "Accounting for Manager – Text and Cases", Vikas Publishing House, 2010. 	

BBA 107 BUSINESS MATHEMATICS	3-1-0
<p>Course Objectives: This course aims at equipping student with a broad-based knowledge of mathematics with emphasis on business applications.</p>	
<p>Course Outcomes:</p> <p>BBA107.1: Analyze basic methods of business calculus, types and methods of interest account and their basic applications in practice.</p> <p>BBA107.2: Evaluate problems in the areas of business calculus, simple and compound interest account, use of compound interest account, loan and consumer credit & discern effects of various types and methods of interest account.</p> <p>BBA107.3: Apply knowledge and skills with practical problems in economic practice.</p>	
<p>Unit-I: Principle of Counting: Concept of Factorial, Principle of Counting, Mathematical Induction: Principle, Arithmetic Progression & Geometric Progression, Concepts of function.</p>	
<p>Unit-II: Matrix Algebra: The Inverse of a Matrix. Properties of the Inverse Solution to a System of Equations by: (i) The Ad-joint Matrix Methods. (ii) The Gaussian Elimination method, Rank of a Matrix, Rank of a System of Equations. The Echelon Matrix; Vectors: Types Optimization Vector- Additions, Subtractions & Multiplication, Scalar Product, Vector Product; Linear Dependence of Vectors, Application of Matrices to Business Problems Input Output Analysis, Preparation of Depreciation Lapse Schedule.</p>	
<p>Unit-III: Differential Calculus: Optimization Using Calculus, Point of Inflexion Absolute and Local- Maxima and Minima, Optimization in case of Multi Variate Function. Lagrangian multipliers, Derivative as a Rate Measure, Applications in Business.</p>	
<p>Unit-IV: Integral Calculus: Business application, Consumer's or Producer's surplus, Learning Curve.</p>	
<p>Text Books</p> <ol style="list-style-type: none"> 1. Trivedi, "Business Mathematics", Pearson Education, 2012. 2. R. S. Bhardwaj, "Mathematics and Statistics for Business", Excel Books, 2013. 3. S. Khan, "A Text Book of Business Mathematics", Anmol Publications, 2012. 4. M. Raghavachari, "Mathematics for Management", McGraw Hill Education, 2011. 5. Tuttle, D. Michael, "Practical Business Math: An Applications Approach", Prentice Hall, 2012. 6. P. Hazarika, "A textbook of Business Mathematics", S. Chand Publication, 2010. 	

BBA 109: COMPUTER APPLICATION	1-0-2
<p>Course Objectives: This is a basic paper for students to familiarize them with computer and its applications in the relevant fields and exposes them to other related papers of IT.</p> <p>Course Outcomes:</p> <p>BBA109.1: Learn Microsoft Office applications and work with the Microsoft Office interface.</p> <p>BBA109.2: Effectively participate in all stages of preparation of computerized accounts</p> <p>BBA109.3: To learn to apply standard spreadsheet features to produce a representation and analysis of numerical data.</p>	
<p>Unit-I: Basics of Computer: Characteristics of Computers, Input-output Devices (Hardware, Software, Human ware and Firmware), Function of Different Units of Computer, and Classification of Computers. Computer Memory: Primary Memory, Secondary memory. Introduction to MS-Word, MS-Excel / Spread Sheets. Advanced Excel: Introduction, features, applications and advanced functions of Excel. IT Applications: Application of information Technology in Railways, Airlines, Banking, Online Banking System, Insurance, Inventory Control, Financial systems, Hotel management, Education, entertainment and health, Types of Software, Concepts of Computer Networks, Introduction to Operating System</p>	
<p>Unit-II: Introduction to MS-Word: Introduction to Word Processing, it's Features, Formatting Documents, Paragraph Formatting, Indents, Page Formatting, Header and Footer, Bullets and Numbering, Tabs, Tables, Formatting the Tables, Finding and Replacing Text, Mail Merging etc.</p>	
<p>Unit-III: Introduction to MS-Excel: Introduction to Electronic Spreadsheets, Entering Data, Entering Series, Editing Data, Cell Referencing, ranges, Formulae, Functions, Auto Sum, Copying Formula, Formatting Data, Creating Tables, Graphs and charts, Creating Database, Sorting Data, Filtering etc. Introduction to MS Power Point: PowerPoint, Features of MS PowerPoint Clipping, Slide Animation, Slide Shows, Formatting etc.</p>	
<p>Unit-IV: Computerized Accounting Software: The students must be familiar with preparation of computerized accounts (By using Tally Software or any other popular accounting software): including creation of company, vouchers and recording transactions, preparing reports – cash book and bank book, ledger accounts, trial balance, profit and loss account (income statement) and balance sheets.</p>	
<p>Text Books:</p> <ul style="list-style-type: none"> • A. Leon & M. Leon, “Introduction to Information Technology”, Vikas Publishing House, 2012. • Sinha, K. Pradeep, “Foundations of Computing”, BPB Publisher, 2012 • Joseph A. Brady and Ellen F Monk, “Problem Solving Cases in Microsoft and Excel”, Thomson Learning, 2012. 	

BBA 111: BUSINESS COMMUNICATION**0-0-4**

Course Objectives: To train students to enhance their skills in written as well as oral Communication through practical conduct of this course. This course will help students in understanding the principles & techniques of business communication.

Course Outcomes:

BBA111.1: Demonstrate a good understanding of effective business writing and effective business communication

BBA111.2: Developing and delivering effective presentations.

BBA111.3: Recognize effective inter-personal skills and apply those to maximize team effectiveness.

Oral communication- Public speaking, extempore, group discussion, interview skills, presentation skills

Written communication- Resume writing, Business letters- Need, Functions and Layout of Letter Writing, Types of Letter Writing: Persuasive Letters, Request Letters, Sales Letters and Complaints; Employment related letters Interview Letters, Promotion. Letters, Resignation Letters, WhatsApp message to colleagues and seniors

Listening communication- art of effective listening.

Reading skills- Students are expected to read newspaper daily.

It is a practical subject with intent to develop oral and written communication skills of the students. It is an indicative syllabus; course coordinator may other learning items.

Text Books:

- Lesikar et al, "Business Communication: Making Connections in a Digital World". Tata McGraw Hill Publishing Company Ltd. New Delhi, 2014.
- C. L. Boove, J. V. Thill, M. Chaturvedi, "Business Communication Today", Pearson, 2014.
- Krizan et al, "Effective Business Communication", Cengage Learning, 2014.
- O. Scot, "Contemporary Business Communication", Biztantra, New Delhi, 2012.
- Chaney & Martin, "Intercultural Business Communication", Pearson Education, 2012.

BBA 102 BUSINESS ENVIRONMENT	3-1-0
Course Objective: The objectives of this course are, to acquaint the students with concepts of business environment; political, legal, economic, social, cultural and technological and their influence on business decision making.	
Course Outcomes: BBA102.1: Demonstrate a good understanding of business environment at micro and macro level BBA102.2: Analyze business environment and evaluate strategies to be applied in different challenges posed by the environment BBA102.3: Outline composition, working and significance of major global players like IMF, WTO, WB, NITI Aayog	
Unit-I: Introduction- Business Environment; Importance, Types- Internal and External, Micro and Macro, Major environment issues and challenges: Inflation, Unemployment, Business Cycle-phases, management of cyclical fluctuations. Environment Analysis: Techniques of environment analysis, PESTLE Analysis and SWOT, Environment Scanning: Identification of Relevant Variables, Data Collection Mechanism, summarizing and reporting Environmental Trends.	
Unit-II: Business Environment in India- Political environment and Business: Types of Political Systems, Political Risks Socio-cultural environment of Business: Elements of Culture, Doing Business in India- A cultural Perspective, Demographic Environmental Factors, Legal Environment and Business: Indian Legal System, Legal Protection for Business in India.	
Unit-III: Economic Environment and Reforms- Economic Environment: Analysis of Sectors, Economic Planning in India; Structural adjustment and Economic reforms: Industrial policy, Sectoral reforms, Agriculture Policy; Foreign Trade Policy and Liberalization, Labor Market and Reforms.	
Unit-IV: Business Environment in Global Context- Globalization and its impact; International Institutions/Organizations: GATT, WTO, IMF; Multinationals and their Economic Impact; Flow of foreign capital; FDI, FII, FEMA, etc.	
Text Book: <ul style="list-style-type: none"> Paul J. and Gupta P., Economic Environment and Policies for Business, Tata McGraw Hill Education Private Lt Paul J., Business Environment-Text and Cases, Tata McGraw Hill. Baron D.P., Business and Its Environment, 7th Edition, Pearson Prentice-Hall, Upper Saddle River, NJ, 2013 Adhikari M, Economic Environment of Business, 2000, 8th Ed. Excel Books 	

BBA 104 BUSINESS STATISTICS & OPERATIONS RESEARCH	3-1-0
<p>Course Objectives: The objective of this paper is to develop student's familiarity with the basic concept and tools in statistics and operations research. These techniques assist specially in resolving complex problems serve as a valuable guide to the decision makers.</p>	
<p>Course Outcomes:</p>	
<p>BBA104.1: Acquire a good understanding of rigorous mathematical concepts that justifies decisions or analysis.</p>	
<p>BBA104.2: Identify, formulate, abstract, and solve mathematical problems that can be addressed using tools from a variety of mathematical areas, including optimization, discrete mathematics, and probability.</p>	
<p>BBA104.3: Demonstrate solid understanding of the many ways applied mathematics can be used to extract data information and for making decisions.</p>	
<p>Unit-I: Statistics: Definition, Importance & Limitation, Collection of data and formation of frequency distribution, Graphic presentation of Frequency distribution – Graphics, Bars, Histogram, Diagrammatic.</p>	
<p>Unit-II: Measures of Central Tendency – Mean Median and Mode, Partition values – quartiles, deciles and percentiles; Measures of variation – Range, IQR, quartile, deciles and percentiles, quartile deviation and standard deviation and Lorenz Curve.</p>	
<p>Unit-III: Correlation Analysis: Correlation Coefficient; Assumptions of Correlation Analysis; Coefficients of Determination and Correlation; Measurement of Correlation- Karl Person's Methods; Spearman's Rank correlation; Concurrent Deviation the Correlation Coefficient; Pitfalls and Limitations Associated with Regression and Correlation Analysis.</p>	
<p>Unit- IV: Linear Programming: Concept and Assumptions Usage in Business Decision Making, Linear Programming Problem: Formulation, Methods of Solving: Graphical and Simplex, problems with mixed constraints: Duality; Concept, Significance. Transportation and Assignment problems: General Structure of Transportation Problem, Different Types Methods for Finding Initial Solution by North-West Corner Rule, Least Cost Method and Vogel Approximation Method and Testing for Optimality. Assignment Problem: Different Methods Operations, Scheduling: Scheduling Problems, Shop Floor Control, Gantt Charts, Principles of Work Center Scheduling, Principles of Job Shop Scheduling, Personnel Scheduling.</p>	
<p>Text Books:</p>	
<ul style="list-style-type: none"> • N. D. Vohra, N.D., "Quantitative Techniques in Management", McGraw Hill Education, 2011. • S. P. Gupta, P. K. Gupta, "Quantitative Techniques and Operation Research", Sultan Chand, 2013. • S. Rajagopalan & R. Sattanathan, "Business Statistics & Operations Research", McGraw Hill Education, 2011. • J. K. Sharma, "Operations Research: Problems & Solutions", Macmillan India Ltd, 2010. • Render, Barry, R. M. Stair, M. E. Hanna, Badri, "Quantitative Analysis for Management", Pearson Education, 2012. 	

BBA106: Introduction to Business Analytics	4-0-0
<p>Course Objectives: This course is designed to provide participants with a foundational understanding of business analytics and its practical applications within organizational contexts.</p> <p>Course Outcomes:</p> <p>BBA106.1: Understand how managers use business analytics to formulate and solve business problems and to support managerial decision making.</p> <p>BBA106.2: Analyse complex problems using advanced analytics tools</p> <p>BBA106.3: learn how to use and apply Excel and Excel add-ins to solve business problems.</p>	
<p>Unit-I: Introduction to Business Analytics: Concept of Analytics, Types of Analytics, Application fields - Marketing Analytics, Finance Analytics, HR Analytics, Operation Analytics, organization and source of data, importance of data quality, dealing with missing or incomplete data, Role of Data Scientist in Business & Society</p>	
<p>Unit-II: Data Visualization: Introduction, Data summarization methods; Tables, Graphs, Charts, Histograms, Frequency distributions, Relative Frequency and their applications in business. Descriptive Statistics: Overview of data, Types of data, modifying data in MS-Excel, Applications of Measures of Central Tendency and Dispersion in business through MS- Excel, Outlier Analysis. Advanced Data Dashboard through Power BI tool</p>	
<p>Unit-III: Spreadsheet Models and Linear Optimization Models: Spreadsheet Models: Building good spreadsheet models, What if analysis, Excel functions for modeling, V LOOKUP, H LOOKUP, Auditing spreadsheet models. Linear Optimization Models: Maximization & Minimization Problems: Formulation, Use of Excel to solve business problems: e.g. marketing mix, capital budgeting, portfolio optimization</p>	
<p>Unit-IV: Decision Making under uncertainty: Probability distributions: Continuous and discrete distributions, Concept of Simulation, advantages and disadvantages of Simulation, Random number generation, Monte Carlo Simulation and its applications, Simulating the value of PI through excel</p>	
<p>Text books</p> <ul style="list-style-type: none"> • Camm, J.D., Cochran, J.J., Fry, M.J., Ohlmann, J.W., Anderson, D.R. (2015), Essentials of Business Analytics, Cengage Learning, Second Edition. • Prasad, R. N., Acharya, S. (2011), Fundamentals of Business Analytics, Wiley. • Schniederjans, M.J., Schniederjans, D.G., Starkey, C.M. (2014), Business Analytics: Principles, Concepts and Applications, Pearson. 	

BBA108 LEGAL ASPECT OF BSUINESS	3-1-0
<p>Course Objective: The objective of the course is to impart basic knowledge of the important business laws along with relevant case law.</p> <p>Course Outcomes: BBA108.1: Identify and understand the basics of most relevant business laws of India. BBA108.2: Analyze the concept, working and significance of Indian contract system. BBA108.3: Analyze the legal implications of business decisions.</p>	
<p>Unit-I: Introduction to Indian legal system, The Indian Contract Act, 1872: General Principle of Law of Contract: a) Contract – meaning, characteristics and kinds b) Essentials of valid contract - Offer and acceptance, consideration, contractual capacity, free consent, legality of objects. c) Contract of Indemnity and Guarantee d) Contract of Bailment & Pledge.</p>	
<p>Unit-II: The Sale of Goods Act, 1930: a) Contract of sale, meaning and difference between sale and agreement to sell, b) Conditions and warranties, c) Transfer of ownership in goods including sale by non-owner, d) Performance of contract of sale, e) Unpaid seller – meaning and rights of an unpaid seller against the goods and the buyer.</p>	
<p>Unit-III: The Companies Act 1956 (Basic elementary knowledge): Essential characteristics of a Company, Types of Companies, Memorandum and Articles of Association, Prospectus, Shares – Kinds, Allotment and Transfer, Debentures, Essential conditions for a valid Meeting, Kinds of Meetings and Resolutions; Directors and Remuneration, Directors, Managing Directors-their Appointment, Qualifications, Powers and Limits on their Remuneration, Prevention of Oppression and Mismanagement.</p>	
<p>Unit-IV: The Negotiable Instruments Act 1881: a) Meaning and Characteristics of Negotiable Instruments: Promissory Note, Bill of Exchange, Cheque, b) Holder and Holder in due Course, Privileges of Holder in Due Course, c) Negotiation: Types of Endorsements d) Crossing of Cheque, e) Bouncing of Cheques</p>	
<p>Text Books</p> <ul style="list-style-type: none"> • M. C. Kuchhal and V. Kuchhal, “<i>Business Law</i>”, Vikas Publishing House, New Delhi, 2014. • Maheshwari, “<i>Principles of Business Law</i>”, Himalaya Pub.House-New Delhi, 2013. • R. Kumar, “<i>Legal Aspects of Business</i>”, Cengage Learning, 2013. 	

BBA110 ANALYSIS OF RECENT BUSINESS DEVELOPMENT**0-0-4**

Course Objective: The objective of the course is to make students aware of recent business development around the globe.

Course Outcomes:

BBA110.1: Identify and understand the basics of most relevant business development in Indian and around the world

BBA110.2: Acquire a good understanding of business dynamics to facilitate decision-making

BBA110.3: Demonstrate a good understanding of business environment at micro and macro level

Students are required to bring any business newspaper in the college. The concerned faculty would highlight the articles to be read and discussed in the class. The underlying motive is to familiarize students with benefits associated with newspaper reading. The concerned faculty would evaluate students' performance through mid-term (40marks) and end-term assessment (60marks) at her/his own.

BBA112 ENVIRONMENTAL SCIENCE & SUSTAINABLE DEVELOPMENT
2-0-0

Course Objectives: The basic objective of this paper is to understand the basic fundamental to environmental science, complexity of ecosystems, major environmental problems including their causes and consequences. This course endeavors to provide a background to current and controversial environmental issues and possible solutions to environmental problems.

Course Outcomes:

BBA112.1: Recognize the ethical, cross-cultural, and historical context of environmental issues and the links between human and natural systems.

BBA112.2: Apply systems concepts and methodologies to analyze and understand interactions between social and environmental processes.

BBA112.3: Identify their roles and identities as citizens, consumers and environmental actors in a complex, interconnected world.

Unit-I: Ecosystems and how they work: Types of Eco-Systems, Geosphere – Biosphere and Hydrosphere introduction. Major issues of Biodiversity, Conservation of Bio-Diversity. Concept of sustainability and international efforts for environmental protection: Concept of Sustainable Development, Emergence of Environmental Issues. International Protocols, WTO, Kyoto Protocol, International Agreement on Environmental Management.

Unit-II: Water Pollution: Water Resources of India, Hydrological Cycle, Methods of Water Conservation and Management, Rain Water Harvesting and their legal aspects, River Action Plan, Ground and Surface Water Pollution; Waste Water Management. **Air Pollution:** Air Pollution and Air Pollutants, Sources of Air Pollution and its Effect on Human Health and Vegetations. Green House Effect, Global Warming and Climate Change.

Unit-III: Solid Waste: Management – and Various Method Used, Composting, Land Fill Sites etc. Hazardous Waste Management, Biomedical Waste Management. Environmental Impact Assessment and Environmental Management System - Introduction and its Impact.

UNIT-IV: Introduction to Indian Environmental laws: Legal framework: the Indian Penal Code, Role of Judiciary in Environmental Protection, Water (Prevention and Control of Pollution) Act, 1974, Environment (Protection) Act, 1986, Air (Prevention & Control of Pollution) Act, 1981,

Text Books

- G. T. Miller, “Environmental Science: Working with the Earth”, Cengage Learning India Pvt. Ltd, 2011.
- S. P. Mishra and S. N. Panday, “Essential Environment Studies”, Ane Books Pvt. Ltd. 2014.
- R. J. Chhatwal, “Environmental Science”, UDH Publishers & Distributers (P) Ltd, 2012.
- M. K. Roy, “Sustainable Development”, Ane Books Pvt. Ltd, 2014.
- D. K. Asthana, “Textbook on Environmental Studies”, 2014.
- N. Arumugam, V. Kumaresan, “Environmental Science & Engineering”, Saras Publication, 2014.

Course Objectives: The course aims to provide an understanding of basic concepts, theories and techniques in the field of human behaviour at the individual, group and organizational levels in the changing global scenario. The course must be taught using case study method.

Course Outcomes:

BBA201.1: Describe why employees behave the way they behave at work place.

BBA201.2: Identify individual characteristics that influence employee behavior at workplace.

BBA201.3: Analyze how group dynamics influence employee behavior in organizations & how organization itself influences employee's behaviour at work.

Unit-I: Introduction: Conceptual Foundation of Organisational Behaviour; Nature and Characteristics; Determinants; Contributing Disciplines; Challenges and Opportunities for Organisational Behaviour, Models and Approaches of Organizational Behaviour, OB and Emotional Intelligence. Organisational structures: Line, Department, Matrix, Linking-pin model

Unit-II: Individual & Interpersonal Behaviour: Biographical Characteristics; Ability; Values; Attitudes- Formation, Theories, Organisation Related Attitude, Relationship between Attitude and Behavior; Personality – Determinants and Traits; Emotions; Learning-Theories and Reinforcement Schedules, Perception –Process and Errors. Conflict: Intrapersonal, Interpersonal Intragroup and Intergroup including Johari Window; Transactional Analysis – Ego States, Types of Transactions, Life Positions, Applications of T.A.

Unit-III: Group Behaviour & Team Development: Concept of Group and Group Dynamics; Types of Groups; Formal and Informal Groups; Stages of Group Development, Theories of Group Formation; Group Norms, Group Cohesiveness; Group Think and Group Shift. Group Decision Making; Inter Group Behaviour; Concept of Team Vs. Group; Types of Teams; Building and Managing Effective Teams.

Text Books

- S. P. Robbins and S. Sanghi, "Organizational Behaviour", Pearson Education, 2013.
- Luthans, Fred, "Organizational Behavior", McGraw Hill Education, 2012.
- S. Mirza, "Organizational Behavior", McGraw Hill Education, 2012.
- Kinicki, Angelo and Kreitner, "Organisational Behaviour", McGraw Hill Edu, 2012.

BBA203: MARKETING MANAGEMENT	3-1-0
<p>Course Objectives: The course aims to provide an understanding of basic concepts, theories and techniques of marketing. The course must be taught using case study method.</p> <p>Course Outcomes:</p> <p>BBA203.1: Identify the roles and functions of marketing within a diverse range of organizations and to understand value creation through marketing and customer relationship management.</p> <p>BBA203.2: Describe key marketing concepts, theories and techniques for the analysis of dynamic marketing environment.</p> <p>BBA203.3: Derive consumer insights from the application of knowledge on consumer behaviour and marketing research.</p>	
<p>Unit-I: Introduction to Marketing: Nature, Scope and Importance of Marketing, Basic concepts, Introduction to marketing function; genesis, approaches to marketing.</p>	
<p>Unit-II: Strategic Concerns in Marketing: Marketing Environment: Analyzing needs and trends Macro Environment –Political, Economic, Socio-cultural, Legal, Ecological and Technical Environment – PEST analysis. Micro Environment – Industry & Competition, Marketing Organization & Control, Business Portfolio Management.</p>	
<p>Unit-III: Consumer Insights: Marketing Research, Consumer Behaviour, B2B Consumer Behaviour</p>	
<p>Unit-IV: Customer Relationship Management: Concept of customer value, customer satisfaction and delight. Customer Lifecycle and Relationship Management</p>	
<p>Text Books</p> <ul style="list-style-type: none"> • Kotler, Armstrong, Agnihotri and Haque, “Principles of Marketing- A South Asian Perspective”, Pearson Education, 2020. • Ramaswamy and S. Namkumar, “Marketing Management Global Perspective: Indian Context”, McMillan, Delhi, 2018. 	

BBA205: COST AND MANAGEMENT ACCOUNTING	3-1-0
<p>Course Objectives: Enable students to acquire knowledge of concepts, methods and techniques of cost accounting for the purpose of managerial planning, control and decision-making.</p> <p>Course Outcomes:</p> <p>BBA205.1: Explain the concept of Cost and identify its various types.</p> <p>BBA205.2: Differentiate between Financial, Cost and Management accounting.</p> <p>BBA205.3: Apply marginal costing and differential costing techniques in different business situations.</p>	
<p>Unit-I: Introduction: Meaning, scope, objectives and advantages of cost accounting; Difference between different forms of accounting — Cost, Financial and Management accounting, Cost concepts and classifications, Overview of elements of cost and Cost sheet</p>	
<p>Unit-II: Methods of Costing: Unit costing, Job costing, Contract costing, Process costing (including process losses, valuation of work-in-progress, joint and by-products). Service costing (only transport). Marginal Costing: Concept of marginal cost and marginal costing; Absorption versus Variable Costing: Distinctive features and income determination; Cost-volume-profit analysis; Break-even analysis-using mathematical and graphical approaches; Profit-volume ratio, angle of incidence, margin of safety, key factor, determination of cost indifference point, Cash break-even point and Composite break-even point.</p>	
<p>Unit-III: Decision-Making: Steps in Decision Making Process, Concept of Relevant Costs and Benefits, Various short -term decision making situations – profitable product mix, Acceptance or Rejection of special/ export offers, Make or buy, Addition or Elimination of a product line, sell or process further, operate or shut down. Pricing Decisions: Major factors influencing pricing decisions, Various methods of pricing.</p>	
<p>Unit-IV: Budgetary Control and Standard Costing System: Budgeting and Budgetary Control: Concept of budget, budgeting and budgetary control; Objectives, merits and limitations; Budget Administration; Functional Budgets; Fixed and Flexible budgeting; Zero base budgeting; Programme and Performance budgeting. Standard Costing and Variance Analysis: Meaning of standard cost and standard costing; advantages, limitations and applications; Variance Analysis – material and labour. Performance Measurement: Responsibility Accounting: Concept, Significance, Different Responsibility Centres; Divisional Performance Measurement: Financial and Non-Financial measures, Activity Based Costing</p>	
<p>Text Books</p> <ul style="list-style-type: none"> • Goel, Rajiv Kumar & Ishaan Goel. Concept Building Approach to Management Accounting. Cengage. • Lal, Jawahar and Srivastava, Seema. Cost Accounting. McGraw Hill Publishing Co., New Delhi. • Khan, M. Y. and Jain, P.K. Management Accounting. Tata McGraw Hill Publishing Co., New Delhi 	

BBA207: SFT SKILLS & PERSONALITY DEVELOPMENT	0-0-4
Course Objectives: The aim of the course is to teach the students concepts of spoken and written communication.	
Course Outcomes: BBA207.1: Understand and display effective use non-verbal communication BBA207.2: Able to appear for interviews, group discussions and other presentation BBA207.3: Apply different interventions of self-assessment for self-introspection.	
Unit-I: Conceptual Understanding of Communication; Cognition and Re-Cognition; Types of communication: Oral, Verbal, Non-verbal, Kinesics, Interpersonal, Group and Mass Communication, Communion, Barriers to communication; Values and Belief system.	
Unit-II: Spoken Communication; Art of debating, Elocution, Stage Anchoring, Group Discussion; Interviews; Quiz; Use of Jargon, Slangs and Vocabulary for effective Communication; Voice Modulation and Intonation; Clarity; Brevity; Articulation of thought and speech; Assertiveness; Affirmation.	
Unit-III: Written Communication, KISS rule; Resume writing; Letter writing; Taking notes; Recording minutes and preparing proceedings of meetings; Role of empathy and compassion.	
Unit-IV: Self-assessment; Self-awareness; Self-esteem, Self-confidence; Perception and observation skills; Benefits of Meditation and Self-Hypnosis, Goal setting and career planning. Practical: Debate, Declamation; Presentation exercises and written communication exercises.	
Text Books <ul style="list-style-type: none"> • A. Barker, Improve Your Communication Skills, Kogan Page India Pvt Ltd., 2011. • A. Doff and C. Jones, Language in Use (Upper-Intermediate), Cambridge University, 1997. • J. Seely, The Oxford Guide to Writing and Speaking, Oxford University Press, 2005. • S. Khera, You Can Win, Macmillan Books, 2000. • S. Covey, 7 Habits of Highly Effective People, Simon and Schuster, 1990. • J. Collin, Perfect Presentation, Video Arts Marshal, 1999. • J. Rogers, Effective Interviews, Video arts Marshal, 1998. • R. Heller, "Effective Leadership: Essential Manager Series," DK Publishing, 2002. 	

BBA209: SCIENCE AND PRACTICE OF HAPPINESS	2-0-0
<p>Course Objectives: The course aims to provide an understanding of different facets of happiness. It also offers several interventions through which students can learn to remain happy.</p> <p>Course Outcomes:</p> <p>BBA209.1: Understand, comprehend and mould their emotions</p> <p>BBA209.2: Recognize sources of displeasure and happiness</p> <p>BBA209.3: Exhibit desirable behaviours like empathy, compassion, love, and trust</p>	
<p>Unit-I: Understanding Emotions: The importance of different emotions, why stay happy, Emotion contagion, different theories of emotions, Introducing the different perspectives of happiness</p>	
<p>Unit-II: Science of happiness: Understanding the neuroscience of happiness, Brain-behaviour relationship in happiness, Science of belief, Measuring happiness: Why do we need to measure happiness:, How can we measure happiness, Importance of measuring happiness , Role of technology, Understanding employee happiness, Designing happy workplaces, Role of humour in workplace, Communicating happiness: Designing effective messages, Body language and nonverbal cues of happiness, Role of gestures in spreading/understanding happiness</p>	
<p>Unit-III: Practice of happiness: Introduction to different practices that help calm the mind and foster happiness, Mindfulness practices, Self-awareness, Self-motivation, Sharing examples, cases, practices that have been implemented and which have yielded result in spreading happiness, Happy leaders: The emotional impact of a team leader on its members Sensitivity training, Creativity and happiness: Creativity Vs routine, Understanding the role of flow, Importance of intuition</p>	
<p>Unit-IV: Creativity and happiness: Creativity Vs routine, Understanding the role of flow Importance of intuition, Relationship and wellbeing: The importance of relationship, Nurturing relationship, Importance of networking, Career, life and happiness: Understanding the importance of career and it's limits, Work life balance, Achieving personal and professional success, Consumer Happiness: How to keep your consumers happy, Practices adopted my marketers do keep consumers happy, Sensory engagement and happiness: Engaging the senses to keep oneself and others happy, Building resilience: Resilience in times of uncertainty and stress, Nurturing skills, values, perception and mindset for resilience</p>	
<p>Text Books</p> <ul style="list-style-type: none"> • The bell of mindfulness - Thich Nhat Hanh • The art of happiness: A handbook for living - Dalai Lama • What makes you not a Buddhist - Dzongsar Khense Rinpoche • Happiness: Transforming the landscape: Centre for Bhutan Studies, Bhutan (can be downloaded online) • A compass towards just and harmonious society - Centre for Bhutan Studies (can be downloaded online) • New Development Paradigm - Bhutan government submission to the UNGA (can be downloaded online) • Laugh your way to happiness - Lesley Lyle 	

BBA202: HUMAN RESOURCE MANAGEMENT	3-1-0
<p>Course Objectives: The objective of this course is to make students familiar with basic concepts of human resource management and people related issues.</p> <p>Course Outcomes:</p> <p>BBA202.1: Identify the key differences between job analysis, job evaluation, job design.</p> <p>BBA202.2: Develop a holistic understanding of HRM functions viz. HR planning, selection, placement, training and development, performance management.</p> <p>BBA202.3: Acquire adequate understanding of functioning of HR department</p>	
<p>Unit-I: Human Resource Management: Concept and Functions, Role, Status and competencies of HR Manager, HR Policies, Evolution of HRM. Emerging Challenges of Human Resource Management; workforce diversity, empowerment, Downsizing; VRS; role of HRM in strategic management; Human Capital; Green HRM</p>	
<p>Unit-II: Acquisition of Human Resource: Job analysis, Human Resource Planning- Quantitative and Qualitative dimensions; Recruitment – Concept and sources; (E-recruitment, recruitment process outsourcing etc.); Selection – Concept and process; test and interview; placement induction. Job analysis – job description and job specification; job design: behavioral concerns, ergonomic considerations and flexible work schedules; introduction to employee empowerment, managing protean careers, moonlighting phenomenon etc.</p>	
<p>Unit- III: Training and Development: Concept and Importance; Identifying Training and Development Needs; Designing Training Programmes; Role Specific and Competency Based Training; Evaluating Training Effectiveness; Training Process Outsourcing; Management Development; Career Development. Performance appraisal: nature and objectives; Modern Techniques of performance appraisal; potential appraisal and employee counseling; job changes – transfers, promotions and separation. Compensation: concept and policies; job evaluation; methods of wage payments and incentive plans; fringe benefits; performance linked compensation, 360 Degree Appraisal Technique.</p>	
<p>Text Books</p> <ul style="list-style-type: none"> • G. Dessler. “A Framework for <i>Human Resource Management</i>”. Pearson, 2013. • D. A. Decenzo, S. P. Robbins, S. L. Verhulst, “<i>Human Resource Management</i>”, Wiley India Private Limited, 2015. • Bohlander and Snell, “<i>Principles of Human Resource Management</i>”, Cengage Learning, 2013. 	

BBA204: FINANCIAL MANAGEMENT	3-1-0
<p>Course Objectives: The main aim of this course is to introduce students to financial management and for them to understand and appreciate the importance of financial management in business and the development of the nation at large. The course lays a strong foundation to the basics of the financial management covering major financial decisions, the value of money in context of time, how firms take long term capital intensive financial decisions and the cost involved in arranging the resources.</p>	
<p>Course Outcomes: BBA204.1: Examine the financial landscape, the time value of money theory, and risk and return. BBA204.2: Conduct financial analysis using various financial accounts, and examine the methods and processes of capital budgeting. BBA204.3: Carry out securities evaluation and examine the cost of capital.</p>	
<p>Unit-I: Introduction: Meaning and importance of finance. Time value of money (Compounding & Discounting), Risk & Return. Alternative investment options, Sources of long-term financing and short-term financing.</p>	
<p>Unit-II: Financial Analysis & Introduction to Capital Budgeting: Financial statements-income statement, balance sheet, Ratio analysis: meaning, significance and limitations. Current ratio, quick ratio, absolute liquidity ratio, debt-equity ratio, interest coverage ratio, inventory turnover ratio, debtor's turnover ratio, average collection period, creditors turnover ratio, average payment period, return on capital employed, return on equity, earnings per share, dividend per share, price-earnings ratio. Investment decision and Capital Budgeting process.</p>	
<p>Unit-III: Capital Budgeting Techniques: The process of Capital Budgeting, Project Appraisal methods – Non-cash (Payback Period, Accounting Rate of Return) & Discounted Cash Flow (NPV, IRR & Profitability Index), Capital Budgeting under Risk-Certainty Equivalent Approach & Risk-Adjusted Discount Rate.</p>	
<p>Unit-IV: Concept of cost of capital and capital structure: Cost of debt capital, Cost of preference share capital, Cost of equity share capital, weighted average cost of capital (WACC). Meaning of leverage. Operating leverage, financial leverage, combined leverage.</p>	
<p>Text Books</p> <ul style="list-style-type: none"> Chandra, P. (2017). Finance Sense: Finance for non-finance executives. Tata McGraw Hill. Gabriel, H. & Claude, V. (2008). Finance for Non-Finance Managers. Cengage Delmar Learning India Pvt. Ltd. Gene, S. (2003). Finance for Nonfinancial Managers. (Briefcase Books Series). Tata McGraw Hill. Chandra, P., <i>Financial Management</i>, McGraw-Hill Education (India) Ltd. Pandey, I.M., <i>Financial Management</i>, Vikas Publications, Delhi Online <p style="text-align: right;">references: (Damodaran Online).</p> <p>http://people.stern.nyu.edu/adamodar/New_Home_Page/home.htm</p>	

BBA206 RESEARCH METHOLDODOGY	3-1-0
<p>Course Objectives: The objective of this paper is to understand the various aspects of research, identify the various tools available to a researcher. Research Methodology can help the business manager in decision making.</p> <p>Course Outcomes:</p> <p>BBA206.1: Identification and formulation of a research problem</p> <p>BBA206.2: Generate, sort and analyze data for hypothesis development and testing</p> <p>BBA206.3: Describe the results & formulate report writing.</p>	
<p>Unit-I: Introduction: Meaning of research; Scope of Business Research; Purpose of Research – Exploration, Description, Explanation; Unit of Analysis – Individual, Organization, Groups, and Data Series; Conception, Construct, Attributes, Variables, and Hypotheses. Research Process: An Overview; Problem Identification and Definition; Selection of Basic Research Methods- Field Study, Laboratory Study, Survey Method, Observational Method, Existing Data Based Research, Longitudinal Studies, Panel Studies, Questionnaire Design.</p>	
<p>Unit-II: Measurement: Definition; Designing and writing items; Uni-dimensional and Multidimensional scales; Measurement Scales- Nominal, Ordinal, Interval, Ratio; Ratings and Ranking Scale, Thurstone, Likert and Semantic Differential scaling, Paired Comparison. Sampling –Steps, Types, Sample Size Decision; Secondary data sources. Hypothesis Testing: Tests concerning means and proportions; ANOVA, Chi-square test and other non-parametric tests.</p>	
<p>Unit-III: Report Preparation: Meaning, types and layout of research report; Steps in report writing; Citations, Bibliography and Annexure in report; JEL Classification.</p>	
<p>Unit-IV: Computerized Data Analysis: An overview, features, and role of Computerized Data Analysis (Advanced Excel / SPSS or any other popular software), Data entry and analysis using SPSS/Excel</p>	
<p>Text Books</p> <ul style="list-style-type: none"> • G. C. Beri, “Marketing Research”, McGraw Hill Education, 2013. • Cooper, R. Donald and S. P. Schindler, “Business Research Methods”, Tata McGraw Hill, 2014. • R. Nargundkar, “Marketing Research: Text and Cases”, McGraw Hill Education, 2011. • R. Kumar, “Research Methodology: A step-by-step guide for Beginners”, Pearson Education, 2014. • Levin et al., “Statistics for Management”, Pearson Education, 2013. • N. Malhotra, “Marketing Research”, Pearson education, 2010. 	

BBA208: WRITTEN ANALYSIS OF CASE	2-0-0
<p>Course Objectives: The course aims to develop students' proficiency in written analysis of case studies, enhancing their critical thinking, analytical reasoning, and communication skills. Students will learn to systematically analyze complex business situations, identify key issues, evaluate alternative solutions, and develop well-structured, evidence-based written reports to support decision-making and strategic planning.</p>	
<p>Course Outcomes:</p> <p>BBA208.1: The ability to identify the key factors affecting business situations, experience the use of critical thinking in analyzing business cases.</p> <p>BBA208.2: Incorporate the use of domain knowledge and frameworks in assessing situations and generating alternate courses of action and decision-making.</p> <p>BBA208.3: Familiarity and enhanced use of frameworks for writing case analysis and reports.</p>	
<p>Unit 1: Introduction to Effective Business Writing: The problem-solving paradigm, the problem-solving process, Dewey's framework RCA, PDSA, DMAIC introduction to case analysis, Science and its method, role of analysis and critical thinking, role of reporting and implementation of strategies. Critical thinking, facts and cognitive biases, thinking and problem solving.</p>	
<p>Unit 2: Analysing a case: Problem Definition – Identifying problems and decision points; domains of business associated with business situation, key factors, issues and variables impacting a company's performance/goals/tasks – decision structure. Applying root cause analysis, fishbone, understanding variation and causation, using existing frameworks and theories, to define the problem. Operational and strategic issues in problem definition. (Carry SWOT from UT1)</p>	
<p>Unit 3: Analysing a case: Generating alternatives and decision-making - Domain knowledge and its use in building deeper understanding of a problem, identifying the critical variables/key factors, metrics and their role, alternate strategies/courses of action, critical thinking. Decision-making styles and approaches, applying PDSA, DMAIC etc. Uncertainty and risk, strategy and implementation, outcomes and scenarios. Experiencing decision-making and its aftermath.</p>	
<p>Unit 4: Reporting and presentation: Written and oral formats of presenting and reporting cases, purpose and approach, time constraints and audience, communication model, establishing communication tasks, styles of communication.</p>	
<p>Text Books</p> <ul style="list-style-type: none"> • The Case Study Handbook, Revised Edition: A Student's Guide, 2018, William Ellet, Harvard B School Publishing. • West, R. L. (2020). Effective Critical Thinking: The Key to Better Problem Solving and Decision Making. Pearson. 	

BBA210: LOGICAL REASONING	2-0-0
<p>Course Objectives: objective of this course is to make students familiar with basic concepts and foundations of verbal and non-verbal reasoning.</p> <p>Course Outcomes:</p> <p>BBA210.1: Analyse the hidden patterns and solve logical sequencing problems.</p> <p>BBA210.2: Interpret patterns in figures and image and offer solution to non-verbal problem.</p> <p>BBA210.3: Apply the foundations of logical reasoning in real-life problems.</p>	
<p>Verbal reasoning: Logical Sequences, Puzzles, Family/Blood Relation, Coding/Decoding, Seating Arrangement, Number Test, Ranking and Order, Verbal Reasoning, Pairing, Calendar, Para-Jumbles, Questions on Inference, Statement Conclusion/Assumption, Syllogisms, Directions, Data Interpretation</p>	
<p>Non-verbal reasoning: Essential Movements, Essential Rotations, Identical Representation, Water Image, Relationship, Grouping</p>	
<p>Text Books</p> <ul style="list-style-type: none"> • Logical reasoning by R S Aggarwal 	

Course Objective: The course aims to provide students with an overview of all essential applications of business policy and strategic management. The course covers strategy analysis, formulation of strategies at different levels of the organization, resource allocation, interplay between strategy and structure, global, multi-domestic and local strategies as well as blue ocean strategy.

Course Outcomes:

BBA301.1: Understand the strategic decisions that organisations make and have an ability to engage in strategic planning and explain the basic concepts, principles and practices associated with strategy formulation and implementation.

BBA301.2: Integrate and apply knowledge gained in basic courses to the formulation and implementation of strategy from holistic and multi-functional perspectives

BBA301.3: Analyse and evaluate critically real-life company situations and develop creative solutions, using a strategic management perspective.

Unit-I: Introduction: Nature, Scope and Importance of Business Policy; Evolution; Forecasting, Long-Range Planning, Strategic Planning and Strategic Management. **Strategic Management Process:** Formulation Phase – Vision, Mission, Environmental Scanning, Objectives and Strategy; Implementation phase – Strategic Activities, Evaluation and Control.

Unit-II: Environmental Analysis: Need, Characteristics and Categorization of Environmental Factors; Approaches to the Environmental Scanning Process – Structural Analysis of Competitive Environment; ETOP a Diagnosis Tool.

Unit-III: Analysis of Internal Resources: Strengths and Weakness; Resource Audit; Strategic Advantage Analysis; Value-Chain Approach to Internal Analysis; Methods of Analysis and Diagnosing Corporate Capabilities – Functional Area Profile and Resource Deployment Matrix, Strategic Advantage Profile; SWOT analysis.

Unit-IV: Formulation of Strategy: Approaches to Strategy formation; Major Strategy options – Stability, Growth and Expansion, Diversification, Retrenchment, Mixed Strategy; Choice of Strategy – BCG Model; Stop-Light Strategy Model; Directional Policy Matrix (DPM) Model, Product/Market Evolution – Matrix and Profit Impact of Market Strategy (PIMS) Model; **Major Issues involved in the Implementation of strategy:** Organization Structure; Leadership and Resource Allocation.

Text Books

- Kazmi, Azhar, “Strategic Management and Business Policy”, McGraw Hill Education, 2014.
- P. K. Ghosh, “Strategic Planning and Management”, Sultan Chand & Sons, New Delhi, 2012.
- Hill, W. L. Charls and G. R. Jones, “An Integrated Approach to Strategic Management”, Cengage Learning, 2011.

BBA303: E-COMMERCE	3-0-2
<p>Course Objectives: The course imparts understanding of the concepts and various application issues of e-commerce like Internet infrastructure, security over internet, payment systems and various online strategies for e-commerce.</p> <p>Course Outcomes:</p> <p>BBA303.1: Describe the key features of internet, intranet and extranet and explain how they relate to each other.</p> <p>BBA303.2: Demonstrate internet trading relationships including business-to-consumer and business-to-business e-commerce.</p> <p>BBA303.3: Demonstrate legal issues and privacy in E-Commerce.</p>	
<p>Unit-I: Introduction to E-Commerce: Electronic Business, Electronic Commerce, Types of Electronic Commerce, Benefits, Limitations and Barriers of E-commerce, Electronic Commerce Models, Value Chains in Electronic Commerce, E-Commerce in India., Web Based Tools for Electronic Commerce, e-Marketing, Intranet, Composition of Intranet, Business Applications on Intranet, Extranets. Electronic Data Interchange, Components of Electronic Data Interchange, Electronic Data Interchange Communication Process.</p>	
<p>Unit-II: Security Issues in e-business: Basic E-Commerce Security issues, Electronic Commerce Threats, E-Commerce Security Strategy, Encryption, Digital Signatures, Digital Certificates, Securing E-commerce Networks: Firewalls, Personal Firewalls, IDS, VPNs, Public Key Infrastructure (PKI) for Security.</p>	
<p>Unit-III: Electronic Payment System: Concept of e-Money, Internet Banking, Electronic Payment System, Types of Electronic Payment Systems, Smart Cards, Infrastructure Issues in EPS, Electronic Fund Transfer.</p>	
<p>Unit-IV: e-Business Applications & Strategies: Business Models & Revenue Models over Internet, Emerging Trends in e-Business, Digital Commerce, Mobile Commerce, Basics of Internet Enabled SCM-e Supply Chain, Strategies for E-Commerce, Internet based Business Models; Legal, Ethical and Societal Impacts of E-Commerce.</p>	
<p>Text Books</p> <ul style="list-style-type: none"> • E. Turban, D. King, D. Viehland, J. Lee, “Electronic Commerce – A Managerial Perspective”, Pearson Education, 2012. • B. Bhaskar “Electronic Commerce- Framework, Technologies and Applications”, Tata McGraw Hill, 2013. • M. Elias “Electronic Commerce-From Vision to Fulfillment, PHI Learning”, 2010. • D. Chaffey, “E-Business and E-Commerce Management- Strategy, Implementation and Practice”, Pearson Education, 2013. • P. T. Joseph, “E-Commerce – An Indian Perspective”, PHI, 2012. • S. Gary, “Electronic Commerce”, Cengage Learning, 2014. 	

BBA305 SUMMER INTERNSHIP REPORT**0-0-4**

Course Objectives: The basic objective of this course is to allow students to have an industry exposure during their summer vacations.

Course Outcomes:

BBA305.1: Categorise the various functional areas and analyze how theoretical concepts taught are applied in real life situations, in a specific functional area where internship is undertaken.

BBA305.2: Identify company practices, system, processes, procedures and policies of a company/industry in different functional areas and bring forward the deviations after studying theoretical aspects and best practices.

BBA305.3: Gain experiential familiarity with the functioning of organisations, and gain experience as a member of a team, understand reporting structures in an organization, and how to contribute through one's efforts.

Each student shall undergo practical training of eight weeks during the vacations after fourth semester in an approved business / industrial / service organization. Students are required to provide information about company, HR manager, and supervisor of students, project titles and objections. Upon completion of project, they are also required to submit certificate from supervisor along with their project report. The student will be assigned a faculty mentor and in consultation with mentor they will undergo summer internship. The faculty mentor shall evaluate the performance of the students and award the marks. Maximum mark for mid-term evaluation is 50 and end-term evaluation is 50.

BBA307 ENTREPRENEURSHIP DEVELOPMENT	2-0-0
<p>Course Objectives: It provides exposure to the students to the entrepreneurial cultural and industrial growth so as to prepare them to set up and manage their own small units.</p>	
Course	Outcomes:
BBA307.1: Recognize the parameters to assess opportunities and constraints for new business	ideas.
BBA307.2: Extend the knowledge of systematic process to carry out opportunity analysis, select and screen a business idea.	
BBA307.3: Recognize the role of regulators and government in entrepreneurial development.	
<p>Unit-I: Introduction: The Entrepreneur: Definition, Emergence of Entrepreneurial Class; Theories of Entrepreneurship.</p>	
<p>Unit-II: Promotion of a Venture: Opportunity Analysis; External Environmental Analysis Economic, Social and Technological; Competitive factors; Legal requirements of establishment of a new unit and Raising of Funds; Venture Capital Sources and Documentation Required, Forms of Ownership.</p>	
<p>Unit-III: Entrepreneurial Behaviour: Innovation and Entrepreneur; Entrepreneurial Behaviour and Psycho-theories, social responsibility. Entrepreneurial Development Programmes (EDP): EDP, Their Role, Relevance and Achievements; Role of Government in Organizing EDP's Critical Evaluation.</p>	
<p>Unit-IV: Role of Entrepreneur: Role of an Entrepreneur in Economic Growth as an Innovator, Generation of Employment Opportunities, Complimenting and Supplementing Economic Growth, bringing about Social Stability and Balanced Regional Development of Industries: Role in Export Promotion and Import Substitution, Forex Earnings.</p>	
<p>Text Books</p> <ul style="list-style-type: none"> • Hisrich, Robert and M. Peters, "Entrepreneurship", McGraw Hill Education, 2012. • Charantimani, "Entrepreneurship Development and Small Business Enterprise", Pearson Education, 2014. • T. Balaraju, "Entrepreneurship Development: An Analytical Study", Akansha Publishing House, 2012. • O. David, "A Guide to Entrepreneurship", Jaico Books Publishing House, Delhi, 2014. • A. Kaulgud, "Entrepreneurship Management", Vikas Publishing House, Delhi, 2012. • T. N. Chhabra, "Entrepreneurship Development", Sun India, 2014. 	

BBA302 MANAGEMENT INFORMATION SYSTEM	3-1-0
<p>Course Objectives: The objective of the course is to acquaint the students about the concept of information system in business organizations, and also the management control systems.</p> <p>Course Outcomes:</p> <p>BBA302.1: Recognize classifications of MIS, understanding of functional MIS and the different functionalities of these MIS. This would be followed by case study on Knowledge management.</p> <p>BBA302.2: Illustrate the functions and issues at each stage of system development.</p> <p>BBA302.3: Discover the relationship between database management and data warehouse approaches, the requirements and applications of data warehouse.</p>	
<p>Unit-I: Introduction: Definition, Purpose, Objectives, and Role of MIS in Business Organization, pre-requisites for effective MIS, MIS Applications in Business.</p> <p>Information in Decision Making: Meaning and importance, Sources and Types of Information, information requirements with particular reference to Management Levels, Relevance of Information in Decision Making, Strategic Business objectives of information system.</p>	
<p>Unit-II: Cost Benefit Analysis: Quantitative and Qualitative Aspects, Assessing Information needs of the Organization. System Development: Concept of System, Types of Systems – Open, Closed, Deterministic, Probabilistic, etc., System Approaches - System Development Life Cycle (SDLC), Prototyping, End User Development, Waterfall and Spiral method, System Analysis, Design and Implementation.</p>	
<p>Unit-III: Types of information system: Transaction Processing System, Expert System, Decision Support System, Executive Information system and Knowledge Management System. Information Technology: Recent Developments in the Field of Information Technology, Impact of IT on Organisation, Multimedia Approach to Information Processing, Centralised and Distributed Processing.</p>	
<p>Unit-IV: Emerging Concepts and Issues in Information Systems: ERP - An overview, Characteristics, and Role of ERP in Business Organization, Customer Relationship Management, Business Intelligence, Introduction to Database, Data Warehousing, Data Mining and its Applications, MIS and Information Security Challenges (Introductory aspects only).</p>	
<p>Text Books</p> <ul style="list-style-type: none"> • Laudon, “Management Information Systems”, Pearson Education, 2014. • W. S. Javadekar, “Management Information Systems”, Tata McGraw Hill Publication, 2014. • O’Brien, A. James, “Management Information System”, Tata McGraw Hill, 2014. • Davis, B. Gordon, “Management Information System”, Tata McGraw Hill Publication, 2012. • D. P. Goyal, “Management Information Systems”, Macmillan Publication, 2014. • M Azam, “Management Information System”, Tata McGraw Hill, 2012. 	

BBA304 OPERATIONS AND SUPPLY CHAIN MANAGEMENT	3-1-0
<p>Course Objectives: To develop an understanding of the strategic importance of operations & supply chain management and how it can provide a competitive advantage in the market place.</p> <p>Course Outcomes:</p> <p>BBA304.1: To discuss functions of operations management, and interaction between supply chain management with other business functions.</p> <p>BBA304.2: To discuss and analyse operations issues related to product and process selections.</p> <p>BBA304.3: Discuss the fundamentals of inventory and warehouse management.</p>	
<p>Unit I: Introduction: Development of SCM concepts and Definitions, Supply Chain Management and Key components, External Drivers of Change. Dimensions of Logistics: The macro perspective and the macro dimension, Logistic system analysis.</p>	
<p>Unit II: Sourcing strategy: Manufacturing management: make or buy decision, capacity management, Materials Management: choice of sources, procurement planning. Distribution strategy: Choice of Market, network design, warehouse designed operation and distribution planning, transportation & packaging.</p>	
<p>Unit III: Inventory Strategy: Demand forecasting, inventory planning, planning of stocking facilities, Vendor selection, Warehouse Management, Warehouse location allocation.</p>	
<p>Unit IV: Customer Service Strategy: Identification of Service needs, cost of services & revenue management, Total Quality Management (TQM), Distribution management, Outbound Logistics, Channels of distribution.</p>	
<p>Text Books:</p> <ul style="list-style-type: none"> Charry, S.N (2005). Production and Operation Management- Concepts, Methods & Strategy. John Willy & Sons Asia Pvt. Limited. Adam Jr., E and Ebert, R. (1998). Production and Operation Management. <p>Reference Books:</p> <ul style="list-style-type: none"> Joel D. Wisner (2016), Operations Management: A Supply Chain Process Approach, Sage Publications. Coyle, Bardi, Longley (2006), The management of Business Logistics – A supply Chain Perspective, Thomson Press. Joel D. Wisner, Kean-Choon Tan, G. Keong Leong, Cengage Learning (2012), Principles of Supply Chain Management: A Balanced Approach 	

BBA306 ETHICS & CORPORATE SOCIAL RESPONSIBILITY	3-1-0
<p>Course Objectives: The basic objective of this paper is to make the students realize the importance of values and ethics in business. This course endeavors to provide a background to ethics as a prelude to learn the skills of ethical decision-making and, then, to apply those skills to the real and current challenges of the information professions.</p> <p>Course Outcomes:</p> <p>BBA306.1: Recognize ethical issues and dilemmas associated with business decisions.</p> <p>BBA306.2: Understand the intricacies of corporate social responsibility and corporate governance.</p> <p>BBA306.3: Recognize difference between the concepts of progress, transformation, success and generate an in-depth understanding of implication of these processes.</p>	
<p>Unit-I: Introduction: Concept of Values, Types and Formation of Values, Values and Behaviour, Values of Indian Managers, Ethical Decision Making.</p> <p>Ethics: Management Process and Ethics, Ethical Decision Making, Ethical Issues, Ethos of Vadanta in Management, Relevance of Ethics and Values in Business</p>	
<p>Unit-II: Knowledge and Wisdom: Meaning of Knowledge and Wisdom, Difference between Knowledge and Wisdom, Knowledge Worker versus Wisdom Worker, Concept of Knowledge Management and Wisdom management, Wisdom Based Management.</p> <p>Stress Management: Meaning, Sources and Consequences of Stress, Stress Management and Detached Involvement. Concept of Dharma & Karma Yoga: Concept of Karama and Kinds of Karam Yoga, Nishkam Karma, and Sakam Karma; Total Quality Management, Quality of life and Quality of Work Life.</p>	
<p>Unit-III: Understanding Progress, and Success - Results & Managing Transformation: Progress and Results Definition, Functions of Progress, Transformation, Need for Transformation, And Processes & Challenges of Transformation.</p> <p>Understanding Success: Definitions of Success, Principles for Competitive Success, Prerequisites to Create Blue Print for Success. Successful Stories of Business Gurus.</p>	
<p>Unit-IV: Corporate Social Responsibility & Corporate Governance: Corporate Responsibility of Business: Employees, Consumers and Community, Corporate Governance, Code of Corporate Governance, Consumer Protection Act, Unethical issues in Business</p>	
<p>Text Books</p> <ul style="list-style-type: none"> • A. C. Fernando, A.C., “Business Ethics”, Pearson education, 2010. • Hartman, Laura and Chatterjee, Abha, “Perspectives in Business Ethics”, McGraw Hill Education, 2010. • M. Govindarajan, S. Natarajan, V. S. Senthilkumar, “Professional Ethics and Human Values”, PHI, 2013 • A. B. Rao, “Business Ethics and Professional Values”, Excel Book, 2012. • G. V. Manuel, “Business Ethics Concepts”, Printice Hall of India, 2012. 	

BBA401/402 Major Research Project-I/II

Course Objectives: The basic objective of this course is to facilitate students to work on a research problem-related to their field of specialization under a faculty member.

Course Outcomes:

BBA401/402.1: Define and analyze the problem statement and design conceptual framework

BBA401/402.2: Develop hypothesis and design research design

BBA401/402.3: Collect data, analyze and interpret results to suggest implications.

The student will be assigned a faculty mentor and in consultation with their mentor they will undergo a research project in their field of specialization. Students are also allowed to work in groups (maximum 4 students allowed in a group). The faculty mentor shall evaluate the performance of the students and award the marks. Maximum mark for mid-term evaluation is 50 and end-term evaluation is 50. Faculty mentor would periodically evaluate their performance.

BBA 405: Qualitative Research Techniques	3-1-0
<p>Course Objectives: The primary objective of this course is to equip students with the knowledge and skills necessary to design, conduct, and analyze qualitative research. Students will gain hands-on experience with various qualitative research methods, enhance their ability to critically evaluate qualitative studies, and develop the competence to present their research findings effectively</p> <p>Course Outcomes:</p> <p>BBA405.1: Demonstrate an understanding of the fundamental principles and theoretical frameworks that underpin qualitative research.</p> <p>BBA405.2: Develop and apply skills in various qualitative data collection methods (e.g., interviews, focus groups, ethnography) and data analysis techniques (e.g., thematic analysis, content analysis).</p> <p>BBA405.3: Design, conduct, and present an independent qualitative research project, demonstrating their ability to apply methodological rigor and ethical considerations throughout the research process.</p>	
<p>Unit-I: Introduction: Introduction to qualitative research, Qualitative Researcher, Quantitative vs. qualitative research, History of qualitative research, The process of qualitative research, Major paradigms & perspectives, Dominant paradigms of qualitative research, Interpretivist thinking, Verstehen, Constructivism, Properties of constructions, Constructivism: Sub paradigms, Criticisms of interpretivism & constructivism, Critical theory, Characteristics of critical theory, Critiques of critical theory</p>	
<p>Unit-II: Strategies of inquiry: Introduction to qualitative inquiry, Qualitative research design, Ethnography, Autoethnography, Case studies, Analyzing interpretive practice Grounded Theory and Participatory Action Research</p>	
<p>Unit-III: Designing a qualitative study: Ethical issues in qualitative research, six Common Qualitative Research Designs, Expanding the Qualitative Paradigm: Mixed Methods, Action, Critical, and Arts Based Research, Designing Study and Selecting a Sample, Conducting Effective Interviews, Planning and conducting focus groups. Analyzing focus group data, Designing and conducting case studies, Comparative case study analysis</p>	
<p>Unit-IV: Data Analysis: Qualitative Data Analysis, Dealing with Validity, Reliability, and Ethics, and Writing Up Qualitative Research, Data Analysis Techniques, Thematic analysis, narrative analysis, and grounded theory. Software tools for qualitative data analysis (e.g., NVivo), Bibliometric analysis, Structured Literature Review, Thematic Analysis</p>	
<p>Text books:</p> <ol style="list-style-type: none"> 1. Denzin, N. K., & Lincoln, Y. S. (2000). <i>Handbook of qualitative research (2nd Ed.)</i>. Thousand Oaks, CA: Sage Publications Inc. 2. Merriam, S. B., & Tisdell, E. J. (2015). <i>Qualitative Research: A Guide to Design and Implementation</i>. Jossey-Bass. 3. Seidman, I. (2019). <i>Interviewing as Qualitative Research: A Guide for Researchers in Education and the Social Sciences</i>. Teachers College Pre 	

BBA 407: Advanced Quantitative Research Techniques	3-1-0
<p>Course Objectives: The objective of this course is to provide students with a comprehensive understanding of advanced quantitative research methods and statistical techniques. Students will learn to design robust quantitative studies, perform sophisticated data analyses, and interpret and present their findings effectively.</p> <p>Course Outcomes:</p> <p>BBA407.1: Demonstrate an in-depth understanding of advanced quantitative research methodologies, including experimental design, survey design, and longitudinal studies.</p> <p>BBA407.2: Develop and apply skills in various quantitative data collection and data analysis methods and techniques.</p> <p>BBA407.3: Design, conduct, and present an independent quantitative research project, showcasing their ability to apply advanced quantitative methods and statistical techniques to real-world research question</p>	
<p>Unit-I: Revisiting Basic and Descriptive Statistics: Types of variables, overview of descriptive Statistics to understand data characteristics: Measures of central tendency and variability, Normal probability distribution, Sampling Distribution: Basic Concepts and Types of error, Test of significance, Measures of Correlation; Simple Partial and Multiple, Hypothesis Testing – Large and Small Samples (z and t tests), Parametric and non-parametric techniques (Chi Square, ANOVA)</p>	
<p>Unit-II: Correlation and Regression: Correlation, Two Variable Regression Analysis: some basic ideas, The method of Ordinary Least Squares, Properties of the OLS estimator: GAUSS MARKOV Theorem, Multiple regression analysis: The problem of estimation, Relaxing the assumption of Classical Regression Models (Multi-collinearity, Heteroscedasticity; Autocorrelation), Dummy Variable Regression models, Logistic regression, Poisson regression, and hierarchical linear modeling, Using SPSS for statistical analysis</p>	
<p>Unit-III: Structural Equation Modeling: Basics of path analysis, Drawing and interpreting path diagrams, Understanding latent variables, Specifying and estimating CFA models, Methods for estimating SEM models, Assessing model fit using various fit indices, Testing for mediation and moderation effects in SEM, Testing for invariance across groups, Applications in cross-cultural research, SEM for longitudinal data analysis, Introduction to SEM software: Practical sessions using different SEM software (Smart PLS and AMOS).</p>	
<p>Unit-IV: Panel data: Difference between panel data and cross-sectional/time series data, Structure and format of panel data, Preparing and cleaning panel datasets, Introduction to pooled OLS regression, Assumptions and limitations, Fixed effects models, Within transformation and least squares dummy variable (LSDV) approach, Random effects models, Comparing fixed effects and random effects models, Hausman test, choosing between fixed effects and random effects models, Dynamic panel data models, Methods for estimating dynamic panel data models, Introduction to GMM, Application of GMM in panel data, Sources and consequences of endogeneity, Instrumental variables and other techniques to address endogeneity, Heterogeneity, serial correlation, and cross-sectional dependence.</p>	

Textbook:

1. Creswell, J. W. (2003). Research Design: Qualitative, Quantitative and Mixed Methods Approaches. Second Edition. University of Nebraska
2. Healey, J. Ninth Edition. Statistics- A Tool for Social Research, Wadsworth CengageLearning, Student Copy ISBN-978-1-111-18636-4
3. Cohen, L., L. Manion and K. Morrison.(2000). Fifth Edition. Research Methods in Education.Routledge Falmer

BBA409/406 Dissertation-I/II

Course Objectives: The basic objective of this course is to facilitate students to understand the nitty-gritty of academic research through working on a research problem-related to their field of specialization under a faculty member.

Course Outcomes:

BBA409/406.1: Define and analyze the problem statement and design conceptual framework

BBA409/406.2: Develop hypothesis and design research design

BBA409/406.3: Collect data, analyze and interpret results to suggest implications.

The student will be assigned a faculty mentor and in consultation with their mentor they will undergo a research project in their field of specialization. Based on the discussion with their respective mentors, a topic/title and objectives would be decided. These titles and objectives would be communication to BBA-program coordinator. The seventh semester should ideally be used for bibliometric analysis/Structured Literature Review/data collection. The last semester could be used for data analysis, interpretation, report writing and paper writing. Maximum mark for mid-term evaluation is 40 and end-term evaluation is 60. Faculty mentor would periodically evaluate their performance. Since students would spend significant time with faculty mentors for the dissertation work during their seventh and eighth semester, they are expected to write a research paper and submit in a peer-reviewed journal.

BBAH21: POSITIVE PSYCHOLOGY	3-1-0
<p>Course Objective: This course is designed to explore Positive Psychology in the work place. It will focus on the application of positive subjective experiences and traits in organizations to improve workplace effectiveness. This course looks at historical trends as well as emerging changes in employees and the workplace. Directions for future research and implications for practice will be emphasized.</p> <p>Course Outcomes:</p> <p>BBAH21.1: Be able to summarize and identify applications of the theories, concepts, models and research in the field of positive organizational psychology.</p> <p>BBAH21.2: Personally reflect and deepen awareness of leadership skills, work attitudes, and analytical skills in relationship to the field</p> <p>BBAH21.3: Demonstrate ability to be effective leaders and team members within business organizations</p>	
<p>Unit-1: The changing world of work: Introduction to positive psychology and its application to the workplace Understand the world of work, upcoming trends that will affect work Management of today's multi-generational and diverse work force</p>	
<p>Unit-2: Positive work environments for individuals and organizations: Employee engagement- what causes individuals to join an organization and why they stay or leave, person-centered approach to engagement Understand the concept of work as meaning Impact of employee well-being on the organization and impact of feelings about work on the individual's well-being. Bringing Positive Psychology to Organizational Psychology</p>	
<p>Unit-3: Enabling a positive work life: Understand the benefits of coaching, mindfulness, and strengths development in the workplace. Work and home life balance. Building psychological capital Identify personal character strengths and understand their relationship with work satisfaction Developing positivity and a positive team culture Maintaining positive relationships at work</p>	
<p>Unit 4: Positive organizational leadership: Explore and develop the elements of Authentic Leadership Development and Positive Organizational Scholarship Understand the role of positive emotions in the workplace and strength-based organizational development. Positive Organizations and Appreciative Inquiry Meaning in work Creativity Leadership Coaching and Positive Psychology</p>	
<p>Text Books:</p> <ul style="list-style-type: none"> • Csikszentmihalyi, M. (1990). Flow: The Psychology of Optimal Experience. New York: Harper and Row. • Eden, D. & Aviram, A. (1993). Self-efficacy training to speed reemployment: Helping people to help themselves. Journal of Applied Psychology, 78(3) 352-360 • Compton, W. C. (2005). Introduction to Positive Psychology, 1st Ed. Belmont, CA: Thompson • Wadsworth. Peterson, C. (2006). A Primer in Positive Psychology. New York: Oxford University Press. • Schultz, D. and Schultz, S. E. (2006). Psychology and work today. 8th ed. N.D.: Pearson Edu. • Lomas, T., Hefferon, K., & Ivztan, I. (2014). Applied positive psychology: Integrated positive practice. Thousand Oaks, CA: SAGE Publications 	

BBAH23: MANAGEMENT OF INDUSTRIAL RELATIONS-I	3-1-0
Course Objective: To acquaint students with concepts of Industrial Relations and various legislations related to labour Welfare and Industrial Relations.	
Course Outcomes: BBAH23.1: Describe the process, key elements, features, and theories of industrial relations. BBAH23.2: Describe the process of registration of trade union and benefits of registration of a trade union. BBAH23.3: Enlist health, safety, and welfare measures and conflict resolution mechanism as per relevant acts.	
Unit-I: Concept of industrial relations, aspects of industrial relations, conflict and cooperation, parties in industrial relations, workers employers and government, trade unions, objectives collective bargaining. Theories of IR, System model, Worker's participation in management, levels of participation, mode of participation Works Committee, Joint Management councils, Worker Director, Grievance Procedure, Quality Circles.	
Unit-II: Trade Union Act 1926, Immunity granted to Registered Trade Unions, Recognition of Trade Unions. The Industrial Employment (Standing Orders) Act 1946, scope, coverage, certification process, modification, interpretation, and enforcement. The Industrial Disputes Act 1947: forum for settlement of disputes, instruments of economic coercion, strikes, lockouts and closure.	
Unit-III: The Factories Act 1948, definition, approval, licensing and registration, health and welfare measures, employment of women and young persons, leave with wages and weekly holidays.	
References: <ul style="list-style-type: none"> S. C. Srivastava, "Industrial Relations and Labour Laws", Vikas Publishing House, 6th Ed., 1982. T. N. Chhabra, "Industrial Relations and Labour Laws", Dhanpat Rai Publishing House, 2015. 	

BBAH22: HUMAN VALUES	3-1-0
<p>Course Objective: This course aims to foster a comprehensive understanding of human values and their significance in shaping individual behavior, interpersonal relationships, and societal dynamics.</p> <p>Course Outcomes:</p> <p>BBAH22.1: Define and identify core human values</p> <p>BBAH22.2: Construct the notion of harmony with self, others, and nature</p> <p>BBAH22.3: Identify the linkage between social and professional ethics and success in life</p>	
<p>Unit-1: Introduction to Value Education: Understanding Value Education, Self-exploration as the Process for Value Education, Continuous Happiness and Prosperity – the Basic Human Aspirations, Right Understanding, Relationship and Physical Facility, Happiness and Prosperity – Current Scenario, Method to Fulfill the Basic Human Aspirations</p>	
<p>Unit-2: Harmony in the Human Being: Understanding Human being as the Co-existence of the Self and the Body, distinguishing between the Needs of the Self and the Body, The Body as an Instrument of the Self, Understanding Harmony in the Self, Harmony of the Self with the Body Programme to ensure self-regulation and Health. Harmony in the Family and Society: Harmony in the Family – the Basic Unit of Human Interaction, Values in Human-to-Human Relationship 'Trust' – the Foundational Value in Relationship, 'Respect' – as the Right Evaluation Understanding Harmony in the Society, Vision for the Universal Human Order. Harmony in the Nature/Existence: Understanding Harmony in the Nature, Interconnectedness, self-regulation and Mutual Fulfilment among the Four Orders of Nature, Realizing Existence as Co-existence at All Levels, The Holistic Perception of Harmony in Existence.</p>	
<p>Unit-III: Implications of the Holistic Understanding – a Look at Professional Ethics: Natural Acceptance of Human Values, Definitiveness of (Ethical) Human Conduct, A Basis for Humanistic Education, Humanistic Constitution and Universal Human Order, Competence in Professional Ethics, Holistic Technologies, Production Systems and Management Models-Typical Case Studies, Strategies for Transition towards Value-based Life and Profession.</p>	
<p>Unit 4: Social Ethics: The Basics for Ethical Human conduct, Defects in Ethical Human Conduct, Holistic Alternative and Universal order, Universal Human Order and Ethical Conduct. Professional Ethics: Value Based Life and Profession, Professional Ethics and Right Understanding, Competence in Professional Ethics, Issues in Professional Ethics – The Current scenario, Vision for Holistic Technologies, Production System and Management Models</p>	
<p>Textbook:</p> <ul style="list-style-type: none"> • A Foundation Course in Human Values and Professional Ethics, R R Gaur, R Asthana, G P Bagaria, 2nd Revised Edition, Excel Books, New Delhi, 2019. ISBN 978-93-87034-47- • Teachers' Manual for A Foundation Course in Human Values and Professional Ethics, R R Gaur, R Asthana, G P Bagaria, 2nd Revised Edition, Excel Books, New Delhi, 2019. ISBN 978-93-87034-53 • Hind Swaraj or Indian Home Rule - by Mohandas K. Gandhi • India Wins Freedom - Maulana Abdul Kalam Azad • Vivekananda - Romain Rolland (English) • Gandhi - Romain Rolland (English) 	

BBAH24: MANAGEMENT OF INDUSTRIAL RELATIONS-II	3-1-0
Course Objective: To acquaint students with concepts of Industrial Relations and various legislations related to labour Welfare and Industrial Relations.	
Course Outcomes: BBAH24.1: Identify key employees' health, safety, and welfare measures as enshrined in Mines, contract labour, inter-state migrant and child labour acts. BBAH24.2: Differentiate in various provision of old and new labour legislations. BBAH24.3: Analyse the wage-related provision as elaborate in different wage acts.	
Unit-I: Introduction to The Mines Act, 1952, The Inter-state Migrant Workmen (Regulation of employment and conditions of service) Act, 1979, The Contract Labour (Regulation and Abolition) Act, 1970, The Child Labour (Prohibition and Regulation) Act, 1986, The Maternity Benefit Act, 1961, The Building and other Construction Workers (Regulation of employment and conditions of service) Act, 1996	
Unit-II: The salient features, coverage of employees and employers, and benefits under The Provident Fund and Miscellaneous Provisions Act 1952 and Employees' Pension Scheme and Employees State Insurance Act 1948.	
Unit-III: Salient features, coverage of employees and employers, rules and benefits relating to The Payment of Wages Act 1936, The Payment of Gratuity Act 1972, The Minimum Wages Act 1948, and The Payment of Bonus Act 1965. New Code wage. Four proposed labor codes: code on wage act, code on occupational health and safety, code on industrial relation, and code on social security	
References: <ul style="list-style-type: none"> • S. C. Srivastava, "Industrial Relations and Labour Laws", Vikas Publishing House, 6th Ed., 1982. • T. N. Chhabra, "Industrial Relations and Labour Laws", Dhanpat Rai Publishing House, 2015. 	

BBAH31: ORGANISATION BEHAVIOR-II	3-1-0
<p>Course Objectives: The course aims to provide an understanding of basic concepts, theories and techniques of motivation and organizational conflict. The course must be taught using case study method.</p> <p>Course Outcomes:</p> <p>BBAH31.1: Describe how and what motivates an employee</p> <p>BBAH31.2: Identify individual and organizational factors influence leadership</p> <p>BBAH31.3: Analyze how group dynamics influence employee behavior in organizations & how organization itself influences employee's behaviour at work.</p>	
<p>Unit-I: Motivation: Definition, Concepts, Sources, Theories: Content and process, Malsow's need hierarchy, ERG theory, Equity theory, Vrooms expectancy theory, Alderfer theory</p>	
<p>Unit-II: Leadership: Leadership & management, Theories of leadership- Trait theory, Behavioural Theory, Contingency Theory, Leadership & Followership, how to be an Effective Leader, Difference between Leaders and Managers</p>	
<p>Unit-III: Organization Culture and Conflict Management: Organizational Culture- Concept, Functions, Socialization; Creating and sustaining culture; Managing Conflict – Sources, Types, Process and Resolution of Conflict; Managing Change; Resistance to Change, Planned Change. Managing Across Cultures; Empowerment and Participation. Emerging Concepts and Issues in Organizational Culture.</p>	
<p>Text Books</p> <ul style="list-style-type: none"> • S. P. Robbins and S. Sanghi, "Organizational Behaviour", Pearson Education, 2013. • Luthans, Fred, "Organizational Behavior", McGraw Hill Education, 2012. • S. Mirza, "Organizational Behavior", McGraw Hill Education, 2012. • Kinicki, Angelo and Kreitner, "Organisational Behaviour", McGraw Hill Edu, 2012. 	

BBAH33: ORGANISATION DEVELOPMENT	3-1-0
<p>Course Objective - Dynamic business world necessitates corresponding changes in the organization. This course aims to familiarize students with the theory and practice of planned change, organizational and development.</p> <p>Course Outcomes:</p> <p>BBAH33.1: Identify key elements, theories, and processes of organizational development.</p> <p>BBAH33.2: Differentiate between different OD interventions Sensitivity Training, Process Consultation, Third-Party Interventions, Team Building, Role playing etc.</p> <p>BBAH33.3: Describe structural and strategic interventions of organizational development.</p>	
<p>Unit-I: Organizational Development: Definition, Concept, Nature, Characteristics, and Process of Organization Development, Organizational Change Theories and Models, Organizational Change process, Values, Ethics and assumptions of OD.</p>	
<p>Unit-II: The Diagnostic Process: Diagnosis: At the Organization, Group, and Individual Level. Data Collection Process, Diagnostic Methods, Challenges in Diagnosis, Diagnostic Information Feedback: Survey Feedback.</p>	
<p>Unit-III: OD Interventions: Sensitivity Training, Process Consultation, Third-Party Interventions, Team Building, Large Group Interventions: Grid OD; System 4 Management; Role Playing, Employee Empowerment, Performance Management Systems, Career Planning, MBO.</p>	
<p>Unit-IV: Techno Structural and Strategic Interventions: Restructuring Organizations, Job Enrichment, Socio-technical Systems, TQM and Quality Circles, Culture Change, Self – Designing Organizations, Learning Organizations.</p>	
<p>Text books:</p> <ul style="list-style-type: none"> • Cummings, T. G. & Worley C. G., (2014), “Organizational development and Change”, (10th Ed.) Cengage Learning. • Brown, D.R. & Harvey, D. (2013), “An Experiential Approach to Organization Development” Pearson Education. • French, W., Cecil, H. Bell & Jr. (2004). “Organizational Development”, Prentice Hall of India Pvt. Ltd. • Jones, B.B. & Brazzel, M (2014), “The NTL Handbook of Organizational Development and Change: Principles, Practices and Perspectives”, (2nd Edition), Wiley. 	

BBAH32: HUMAN RESOURCE MANAGEMENT-II	3-1-0
<p>Course Objectives: The objective of this course is to make students familiar with advanced concepts of human resource management and people related issues.</p> <p>Course Outcomes:</p> <p>BBAH32.1: Describe different interventions of Human Resource Development</p> <p>BBAH32.2: Identify and address the emerging challenges of HRM like downsizing, workforce diversity, and empowerment</p> <p>BBAH32.3: Summarize fundamentals of employee welfare, health and safety.</p>	
<p>Unit-I: Human Resource Development (HRD): Relationship between human resource management and human resource development; HRD as a Total System; Activity Areas of HRD: Training, Education and Development; Roles and competencies of HRD professionals. HRD Process: Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating HRD programs. Interventions: Integrated Human Resource Development Systems, Staffing for HRD</p>	
<p>Unit-II: Maintenance: employee health and safety; employee welfare; social security; Employer Employee relations- an overview. Grievance handling and redressal Industrial Disputes causes and settlement machinery. Strategic HRM: HRD audit, ethics and CSR; managing globalization; technology and HRM; work-life balance and green HRM practices; knowledge management. Downsizing, workforce diversity, quite quitting, moon lightening, and empowerment.</p>	
<p>Unit-III: Technology and HRM: Human Resource Information System, HR Metrics and Workforce Analytics, Algorithm Aversion, Human-computer interfaces, Techno-stress, UTAUT model, Loafing at the workplace</p>	
<p>Text Books</p> <ul style="list-style-type: none"> • G. Dessler. “A Framework for <i>Human Resource Management</i>”. Pearson,2013. • D. A. Decenzo, S. P. Robbins, S. L. Verhulst, “<i>Human Resource Management</i>”, Wiley India Private Limited, 2015. • Bohlander and Snell, “<i>Principles of Human Resource Management</i>”, Cengage Learning, 2013. 	

BBAH34: STRATEGIC HUMAN RESOURCE MANAGEMENT	3-1-0
<p>Course Objective: The course aims at developing a strategic perspective on human resource management. It will enable students to distinguish between a strategic approach to human resources and the traditional functional approach. The student is aspired to understand the relationship of HR strategy with overall corporate strategy.</p>	
<p>Course Outcomes:</p> <p>BBAH34.1: Differentiate between ‘best fit’ and ‘best practice’ approaches of human resource management.</p> <p>BBAH34.2: Describe the process of aligning HR systems with overall business strategy of the organisation in the wider context.</p> <p>BBAH34.3: Construct different employee engagement strategies relevant for different classes of employees.</p>	
<p>Unit-I: Introduction to Strategic HRM: Traditional V/s Strategic HR, ‘Best fit’ approach V/s ‘Best practice’ approach, HR strategy and environmental context, Investment perspective of human resources. HR Strategy Formulation.</p>	
<p>Unit-II: Development of alignment between HR systems and business strategies, HRM as a source of competitive advantage, Alternative HR systems: universalistic, contingency configurational, Congruence and Integrated HR systems, Designing congruent HR systems.</p>	
<p>Unit-III: Strategic HR Planning: Strategies for employee shortages, Strategies for employee surpluses, HR strategy for training and development, integrated learning with performance management system and compensation, HR Strategy in workforce utilization, Strategic compensation.</p>	
<p>Unit-IV: Strategic HRM in emerging HR issues: HR Strategy in workforce diversity, virtual teams, flexi-timing and telecommuting HR outsourcing contingent and temporary workers, Global sourcing of labor, Expatriation and repatriation management in global HRM, Gender discrimination and Glass ceiling effect, Employee engagement strategies, Talent management and retention.</p>	
<p>Text books:</p> <ul style="list-style-type: none"> • Truss, C., Mankin, D., Kelliher, C. (2012), “Strategic Human Resource Management”, Oxford. • Darwish., T.K. (2013), “Strategic HRM and Performance: Theory and Practice”, Cambridge Scholars Publishing. Reference Books: • Rees, C. & Edwards, T. (2010), “International Human Resource Management”, (2nd Ed.), Pearson Education. • Mello, J.A. (2011), “Strategic Management of Human Resources”, (3rd Ed.), Cengage Learning India Pvt. Ltd. • Dowling, P.J. & Welch, D.E. (2010), “International Human Resource Management: Managing People in a Multinational Context”, Cengage Learning India Pvt. Ltd. 	

BBAH41: TALENT & KNOWLEDGE MANAGEMENT	3-1-0
<p>Course Objective - To prepare students for talent and knowledge management efforts in organisations. It aims at enabling students to gain insights in concepts and application of talent and knowledge management in organizations. The course aims at understanding basic elements, processes, approaches and strategies of managing talent and knowledge in organisations.</p>	
<p>Course Outcomes: BBAH41.1: Identify key elements, competencies and strategies of talent management BBAH41.2: Differentiate between tacit and explicit knowledge and their implications BBAH41.3: Construct knowledge management strategy compatible with the requirements of a class of employee of an organization.</p>	
<p>Unit-I: Meaning and importance of talent management, Talent management Grid, Creating talent management system, Strategies of talent management. Competency model, Competency mapping, Role of leaders in talent management, Talent management and competitive advantage.</p>	
<p>Unit-II: Elements of knowledge management, Advantages of knowledge management, Knowledge management in learning organisations. Types of Knowledge: Tacit and Explicit. Managing knowledge workers.</p>	
<p>Unit-III: Knowledge management process, Approaches to knowledge management: Knowledge management solutions, Knowledge creation, Knowledge sharing, Knowledge dissemination, Knowledge management life cycle, Nonaka's model of knowledge. Knowledge capturing techniques: Brainstorming, Protocol analysis, Consensus decision making, Repertory grid, Concept mapping.</p>	
<p>Unit-IV: Knowledge management strategies: Aligning individual needs with organisation, Reward systems for knowledge management, Knowledge audit, Benchmarking, Balance score card, Gap analysis.</p>	
<p>Readings</p> <ul style="list-style-type: none"> • L. A. Berger, D. Berger, "Talent management handbook", McGraw Hill New York, 2003. • E. M. Awad and H. M. Ghaziri, "Knowledge management", Pearson education International, 2008. 	

BBAH43: HRD SYSTEMS AND STRATEGY	3-1-0
<p>Course Objective: The course gives an overview of the need for HRD and HRD practices which can develop and improve an organization's systems and strategies leading to an optimal HRD climate.</p> <p>Course Outcomes:</p> <p>BBAH43.1: Describe processes and various types of HRD interventions</p> <p>BBAH43.2: Construct appropriate HRD intervention in an organizational context based on the available inputs</p> <p>BBAH43.3: Analyse the benefits and cost associated with implementing a particular HRD intervention in a specific organizational context.</p>	
<p>UNIT-I: Human Resource Development (HRD): Concept, Origin and Need, Relationship between human resource management and human resource development; HRD as a Total System; Activity Areas of HRD: Training, Education and Development; Roles and competencies of HRD professionals.</p>	
<p>UNIT-II: HRD Process: Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating HRD programs. HRD Interventions: Integrated Human Resource Development Systems, Staffing for HRD; Physical and Financial Resources for HRD. HRD and diversity management; HRD Climate; HRD Audit.</p>	
<p>UNIT-III: HRD Applications: Coaching and mentoring, Career management and development; Employee counselling; Competency mapping, High Performance Work Systems, Balanced Score Card, Appreciative inquiry. Integrating HRD with technology.</p>	
<p>UNIT IV: Evaluating the HRD Effort; Data Gathering; Analysis and Feedback; Industrial relations and HRD. HRD Experience in Indian Organizations, International HRD experience, Future of HRD.</p>	
<p>Text books</p> <ul style="list-style-type: none"> • T. V. Rao and U. Pareek, "Designing and Managing Human Resource Systems", Oxford and IBH Publication Ltd, 2003. • R. P. Lynton, and U. Pareek, "Training for Development", Vistaar publication, 1992. • J. M. Werner, R. L. DeSimone, "Human resource development", South Western, 2011. 	

BBAH45: TRAINING AND DEVELOPMENT	3-1-0
<p>Course Objective: To familiarize the students with the concept and practice of training and development in the modern organizational setting.</p> <p>Course Outcomes:</p> <p>BBAH45.1: Predict training needs of the employees based on individual and organizational requirements.</p> <p>BBAH45.2: Construct an appropriate training program in accordance with training needs analysis</p> <p>BBAH45.3: Differentiate between training and development</p>	
<p>Unit-I: Organization vision & plans, assessment of training needs, setting training objectives, designing training Programmes, Spiral model of training, Tasks of the training function: Building support, overall training capacity, developing materials, strategic planning, networking, designing training Programmes</p>	
<p>Unit-II: Training methods: On the job training, job instruction training, apprenticeship, coaching, job rotation, syndicate method, knowledge-based methods, lecture, conferences, programmed learning, simulation methods, case study, vestibule training, laboratory training, in-basket exercise, experiential methods, sensitivity training, e- training.</p>	
<p>Unit-III: Management Development Programme Methods: -Understudy, Coaching, Action Learning, Role Play, Management Games, Seminars, University related Programmes, special projects, Behavioural modelling, job rotation, case study, multiple management, sensitivity training. Post training: Training evaluation, Training impact on individuals and organizations, Evaluating Programmes, Participants, Objectives.</p>	
<p>Unit-IV: Organisational Development (OD): Definition Foundations of OD, Managing the OD Process, Action Research and OD. OD Interventions: Overview of OD Interventions, Team Interventions Inter-group and Third-Party Peacemaking Interventions. Comprehensive OD Interventions, Structural Interventions and the Applicability of OD, Training Experiences. Issues in Consultant –Client Relationships, System Ramifications, Power, Politics and OD</p>	
<p>Readings:</p> <ul style="list-style-type: none"> • Lynton Rolf & PareekUdai, “Training & Development”, Prentice Hall, 1992. • S. K. Bhatia, “Training & Development”, Deep Publishers, 2008. 	

BBAH47: INTERPERSONAL PROCESSES & COUNSELLING SKILLS FOR MANAGERS	3-1-0
<p>Course Objective: The objective of this course is to provide insights into handling behavioral issues at work place by developing counselling skills. It is also intended to facilitate an understanding of the structure and dynamics of negotiation.</p> <p>Course Outcomes:</p> <p>BBAH47.1: Describe the process and intricacies of counseling process</p> <p>BBAH47.2: Construct an appropriate negotiation strategy based on the need of hour</p> <p>BBAH47.3: Integrate ethical, cultural, and technological concerns while formulating a negotiation strategy</p>	
<p>Unit-I Counselling: Introduction, Approaches to Counselling, Goals and Process of Counselling; Counselling Procedures and Skills, Organizational Application of Counselling Skills.</p>	
<p>Unit-II: Changing Behaviours through Counselling; Specific Techniques of Counselling; Role conflicts of Managers and Counselling. Application of Counselling in Specific Organizational Situations: Dealing with problem Subordinates; Performance Management; Alcoholism and Other Substance Abuse. Ethics in Counselling.</p>	
<p>Unit-III: Negotiation: Introduction, Nature and need for negotiation, negotiation process, Types and styles of negotiation; strategies and tactics; barriers in effective negotiation, Communication Style, Breaking Deadlocks</p>	
<p>Unit-IV: Role of trust in negotiations; negotiation and IT; ethics in negotiation; cultural differences in negotiation styles; gender in negotiations; context of mediation; negotiation as persuasion.</p>	
<p>Text books:</p> <ul style="list-style-type: none"> • K. Singh, “Counselling Skills for Managers”, PHI, 2015 • M. Carroll, “Workplace counseling”, Sage Publication, 1996. 	

BBAH42: CROSS-CULTURAL & INTERNATIONAL HRM	3-1-0
<p>Course Objective: The objective of this course is to provide insights into handling behavioural issues at work place by developing counselling skills. It is also intended to facilitate an understanding of the structure and dynamics of negotiation.</p>	
<p>Course Outcomes:</p> <p>BBAH42.1: Identify key challenges faced by expatriates and arrange appropriate measures to counter these challenges.</p> <p>BBAH42.2: Construct a training and development program for cross-cultural diverse teams</p> <p>BBAH42.3: Differentiate the process of recruitment, selection, training, and performance appraisal of national and international employees.</p>	
<p>Unit-I: Understanding Culture: Introduction, Key Concepts, of Cultural Identity, Frameworks for Mapping the Culture, Geert Hofstede Clyde Cluckhohn, TE Hall, Studies of National Culture, Impact of culture on international business environment, Hofsted's approach.</p>	
<p>Unit-II: Managing diversity: diversity and organizational culture, approaches to managing diversity, Diversity management programme. Training: cross cultural training, Cultural assimilators, Diversity training. Cross cultural team building, Impact of cultural issues on flexibility and work life balance.</p>	
<p>Unit-III: Internationalization of HR Activities: Types of International Business, inter country differences affecting HRM, causes for international assignments failure. Limitations and advantages of host country nationals (HCN). Parent country nationals (PCN) & Third country national (TCN): International Staffing Policy, Selecting International Managers, Adaptability & Screening, Managing Knowledge Workers, Recruitment and Selection, Approaches to multinational staffing, Approaches to expatriate compensation: Going rate approach, Balance sheet approach. Cultural impact on compensation policy.</p>	
<p>Unit-IV: Repatriation: Process, Causes of expatriate failure, Problems of repatriation. Cross border Mergers and Acquisitions: HRM perspective. International industrial relations: Labour unions and MNC, Employee relations in MNC, Response of labour unions to MNC. Training & Maintaining International Compensation, Training for Expatriate Managers, National Differences in Compensation, Expatriate Performance Management, Repatriation.</p>	
<p>Readings</p> <ul style="list-style-type: none"> • Dowling, P. J., Festing, M and Engle, A. D. (2017), "International Human Resource Management", 7th edition, Cengage Publisher. • Browaeys, M. J., and Price, R. (2016), "Understanding cross cultural management", 3rd edition, Prentice Hall. • Aswathappa, K. and Dash, S. (2017), "International Human Resource Management", 2nd edition, Mcgraw Hill Publisher. 	

BBAH44: HR Analytics	3-1-0
<p>Course Objective: The objective of the course is to understand various metrics and data analytics concepts related to HR to make strategic business decisions. The course would establish a Framework for applying HR analytics concepts to end to end HR business process for the entire life-cycle of employees.</p>	
<p>Course Outcomes:</p> <p>BBAH44.1: Analyze different organizational data using analytical tools</p> <p>BBAH44.2: Apply data visualization and analytical tools on data to facilitate decision-making</p> <p>BBAH44.3: Identify key limitation of HR analytics and how to deal with these challenges</p>	
<p>Unit-I: Introduction: The Evolution, do we know the difference? How to approach an analysis? Metrics, dashboards. The strategic value in surveys, assessing an HR program, Engagement and turnover, Finding the money in analytics, dispeller of myths, linking HR data to operational performance, building your linkage map.</p>	
<p>Unit-II: Data Challenges and Building capabilities: Data Challenges, should we build the capabilities in-house? Hiring analytical employees, the analytical leader. Analytical tools: Data Collection, Analysis tools, Visualization tools</p>	
<p>Unit-III: Strategic Workforce Planning: What is strategic workforce planning, its evolution, purpose, how will it help my company, the role of business strategy, determine the roles of interest, establish the current state, determine desired forecasting scenarios, perform gap assessments Benchmarking and best practices, Staffing, supply and demand forecasting</p>	
<p>Unit-IV: Implementation: Selling the concept, challenges to successful implementation, implementation planning, when selling the concept just didn't work, measuring success, roles and responsibilities, Workforce planning connection to HR activities.</p>	
<p>Text Books</p> <ul style="list-style-type: none"> • Smith, T. (2013), HR Analytics: The What, Why & How, CreateSpace Independent Publishing Platform. • Smith, T. (2012), Strategic Workforce Planning: A practical guide, CreateSpaceIndependent Publishing Platform. 	

BBAH46: PERFORMANCE AND COMPENSATION MANAGEMENT	3-1-0
<p>Course Objective: To familiarize students about concepts of performance and compensation management and how to use them to face the challenges of attracting, retaining and motivating employees for better performance.</p>	
<p>Course Outcomes:</p> <p>BBAH46.1: Describe the performance appraisal process and various challenges associated with it.</p> <p>BBAH46.2: Compare pros and cons of different methods of performance appraisal</p> <p>BBAH46.3: Enlist different forms of wages and other benefits like pension, gratuity, allowances, and perks.</p>	
<p>Unit-I: Introduction- Concept, Philosophy, History from performance appraisal to performance development. Objectives of performance management system; Performance management and performance appraisal; Performance Management process: Performance planning, Process and Documentation of Performance appraisal, Appraisal Interview, Performance Feedback and Counselling. Performance management and reward systems. Performance Coaching, Mentoring and Counselling, Competency development, Use of technology and e-PMS, International Aspects of PMS. Performance systems trends, Ethical Perspectives in performance appraisal.</p>	
<p>Unit-II: Introduction to Job Evaluation. Methods of Job Evaluation. Company Wage Policy: Wage Determination, Pay Grades, Wage Surveys, Wage Components. Modern trends in compensation - from wage and salary to cost to company concept, Comparable worth, broad banding, competency-based pay.</p>	
<p>Unit-III: Incentives plans for production employees and for other professionals. Developing effective incentive plans, pay for performance, Supplementary pay benefits, insurance benefits, retirement benefits, employee services benefits. Benefits & Incentive practices in Indian industry.</p>	
<p>Unit-IV: Wages in India: Minimum wage, fair wage and living wage. Methods of state regulation of wages. Wage differentials & national wage policy Regulating payment of wages, wage boards, pay commissions, dearness allowances, linking wages with productivity, Special compensation situations: International compensation-managing variations, Expatriate Pay.</p>	
<p>Text Books:</p> <ul style="list-style-type: none"> • Milkovich & Newman, "Compensation", McGraw Hill, 2010. • T. J. Bergman, "Compensation Decision Making", Harcourt, Fort Worth, TX, 2001 • R. Henderson, "Compensation management in a knowledge-based world", Prentice Hall, 10th Ed., 2005. 	

BBAF21: FINANCIAL MARKETS & INSTITUTIONS	3-1-0
<p>Course Objectives: The course aims to introduce students to the basic concepts of Financial Markets & major financial institutions. The course will help in familiarizing students with components of Indian Financial system, its various phases of development, reforms in financial markets, various components & instruments of financial markets.</p> <p>Course Outcomes:</p> <p>BBAF21.1: Identify key financial markets, their sub-markets, and functioning</p> <p>BBAF21.2: Develop a holistic understanding of money, capital and mutual fund markets</p> <p>BBAF21.3: Acquire adequate understanding of new-age banking and its constituents and challenges</p>	
<p>Unit-1: Financial System: Components, features and structure of financial system, role of financial system in the economic development of a country. Linkage between savers and users of funds. Indian Financial System – Reforms in Indian Financial system and phases of growth of Indian Financial System.</p>	
<p>Unit-2: Capital Markets – Functions, organization and instruments of Capital Markets. New Issues markets, stages and methods of flotation of securities. Secondary markets – Introduction, role of stock exchange in the economic development. Market instruments and intermediaries. Advent of Algo trading and High frequency data in Capital Markets. Money Markets – Functions, organization, and major instruments of Money markets.</p>	
<p>Unit-3: Financial Institutions: Indian banking industry – RBI – Introduction, regulatory role of Reserve Bank of India, commercial banking, features, instruments, recent developments, Development Financial Institutions, overview and role in Indian economy. New-Age Banking - Evolution of Payments Banks, Small-Savings Banks, UPI Interface and Digital Payments. Economy and increased money velocity in the age of cashless transactions, Pay Wallets and Smart money.</p>	
<p>Unit-4: Mutual Funds – Introduction, organization, structure, functions played by Mutual Funds. Hybrid Financial services – Introduction, development and organization - Merchant banking & Investment banking, credit rating, venture capital, hire-purchase, housing finance, factoring.</p>	
<p>Suggested readings:</p> <ol style="list-style-type: none"> 1. L.M. Bhole, Financial Institutions and Markets, Mc Graw Hill Education, 6th Edition, 2017. 2. M.Y. Khan, Indian Financial System, McGraw Hill Education (India) Private Limited, 2013. 3. N. K. Gupta, M. Chopra, Financial Markets, Institutions & Services, Ane Books Pvt. Ltd., 2013. 4. Jeff Madura, Financial Markets & Institutions, Cengage Learning, 12th Edition. 	

BBAF22: FINANCIAL STATEMENT AND ANALYSIS	3-1-0
<p>Course Objective: To understand, analyse and interpret the basic framework of financial reporting.</p>	
<p>Course Outcomes:</p> <p>BBAF22.1: Demonstrate a comprehensive understanding of the components and structure of financial statements, including the balance sheet, income statement, and cash flow statement, by accurately interpreting and explaining each element and its significance.</p> <p>BBAF22.2: Apply various financial analysis techniques, such as ratio analysis, trend analysis, and common-size financial statements, to assess the financial health and performance of businesses, showcasing their ability to perform detailed financial evaluations.</p> <p>BBAF22.3: Evaluate the financial performance and position of organizations by analyzing financial statements and identifying key financial indicators, using critical thinking to develop informed recommendations for stakeholders based on their assessments.</p>	
<p>Unit-I: Basis of Financial Reporting: Purpose of financial reporting, users of financial reports, conceptual framework for financial statements</p>	
<p>Unit-II: Understanding Financial Statements: Structure of Financial Statements: Introduction, Statement of Financial Position (Balance Sheet), Statement of Earnings (Income Statement), and Statement of Cash Flows (Cash Flow Statement). Additional disclosure statements: Need for Additional Statements, Auditor's Report, Director's Report, Chairman's message, Electronic Dissemination, Corporate Governance.</p>	
<p>Unit-III: Components of Financial Statements: Inventories, Receivables, Assets (Fixed Tangible, Intangible), Leases, Revenue, Income-Tax, Retained Earnings, Analysis & Interpretation of Financial Statements: Ratio Analysis – Liquidity, Solvency, Activity & Profitability Analysis, Comparative & Common Size Analysis (Vertical & Horizontal Analysis), Financial Statement Variation by Type of Industry, Expanded Analysis: Financial Ratios used in Annual Reports, Management's use of Analysis (Du-pont Analysis), Graphing Financial Information</p>	
<p>Unit-IV: Accounting Standards in India & IFRS</p> <p>Introduction of Indian Accounting Standards, Concept of accounting standard, Accounting standard board in India, Applicability of Indian Accounting standards, Comparison between Indian Accounting standards and IFRS, Need and convergence towards Global Standards, Benefit of convergence to IFRS in India</p>	
<p>Text Books</p> <ul style="list-style-type: none"> • C. Hemann & K. Burbary (2013), Digital Marketing Analytics: Making sense of consumer data in a digital world, Que Publishing. • Subramanyam,K.R.(2016), Financial Statement Analysis, McGraw Hill Publishers • Gerald, Sondhi (2017), The analysis and use of financial statements, Wiley Publications • Accounting & Analysis: The Indian Experience, Published by CRISIL (2006) 	

Course Objectives: The theory and application of financial decision-making and management within businesses are the main topics of this course. Its subject matter examines the economic reasoning behind financial decisions using concepts from the accounting and finance fields. Emphasis is placed on decision-making within a management framework. As a result, the unit equips students for the complex management of corporate finances.

Course Outcomes:

BBAF31.1: Analyse the theoretical foundations of financial management and gain understanding of the concepts of risk and return.

BBAF31.2: Critically evaluate various capital structure theories; and identify elements that influence a firm's choice of capital structure.

BBAF31.3: Examine various dividend theories and the variables that determine dividend policy.

Unit-I: Cost of Capital and Financing Decision: Method for calculating cost of equity, Cost of retained Earnings, Cost of Debt, Cost of Preference Capital, Weighted Average Cost of Capital (WACC) and Incremental (Marginal) Cost of Capital. Capital Structure: Theories of Capital Structure (Net Income, Net Operating Income, MM Hypothesis, Traditional Approach). Operating, Financial and Combined Leverage. EBIT-EPS Analysis. Determinants of Capital Structure, Concept of optimum Capital Structure

Unit-II: Dividend Decision: Meaning and significance of dividends, determinants of dividend policies, Critical analysis of Dividend theories with respect to Corporate Evaluation – Walter's Model, Gordon's Model and Modigliani-Miller's Model, Cash & stock dividends.

Unit-III: Working Capital Decision (Short term Finance): Concept of Working Capital, Sources of Working capital, Risk-Return trade off, determinants of Working Capital – Working capital forecast, Management of receivables, payables, inventory & cash management, Inventory Management (ABC Analysis, concept of Economic Order Quantity).

Text Books

- Chandra, P. (2017). Finance Sense: Finance for non-finance executives. Tata McGraw Hill.
- Gabriel, H. & Claude, V. (2008). Finance for Non-Finance Managers. Cengage Delmar Learning India Pvt. Ltd.
- Gene, S. (2003). Finance for Nonfinancial Managers. (Briefcase Books Series). Tata McGraw Hill.
- Chandra, P., *Financial Management*, McGraw-Hill Education (India) Ltd.
- Pandey, I.M., *Financial Management*, Vikas Publications, Delhi
- Online references:
http://people.stern.nyu.edu/adamodar/New_Home_Page/home.htm (Damodaran Online).

BBAF33: INVESTMENT BANKING & FINANCIAL SERVICES	3-1-0
<p>Course Objective: The objective of this paper is to explain different aspects of Investment banking, mergers and acquisition and the detailed SEBI guidelines on issue management.</p>	
<p>Course Outcomes:</p>	
<p>BBAF33.1: Demonstrate a comprehensive understanding of investment banking functions, including capital raising, mergers and acquisitions (M&A), and advisory services, by accurately explaining the roles and responsibilities of investment bankers in financial markets.</p>	
<p>BBAF33.2: Apply financial analysis techniques, such as valuation methods, financial modeling, and due diligence, to analyze investment opportunities, assess company performance, and support decision-making in investment banking transactions.</p>	
<p>BBAF33.3: Evaluate the strategies and practices of financial services firms, including risk management, asset management, and investment strategies, using critical thinking to analyze market trends, regulatory environments, and competitive landscapes, and developing informed recommendations for financial services firms to enhance performance and mitigate risks.</p>	
<p>Unit-I: Introduction: An Overview of Indian Financial System, Investment Banking in India, Recent Developments and Challenges ahead, Institutional structure and Functions of Investment / Merchant Banking; SEBI guidelines for Merchant Bankers, Registration, obligations and responsibilities of Lead Managers, Regulations regarding Continuance of association of lead manager with an issue</p>	
<p>Unit-II: Issue Management: Public Issue: classification of companies, eligibility, issue pricing, promoter's contribution, minimum public offer, prospectus, allotment, preferential allotment, private placement, Book Building process, designing and pricing, Green Shoe Option; Right Issue: promoter's contribution, minimum subscription, advertisements, contents of offer document, Bought out Deals, Post issue work & obligations, Investor protection, Broker, sub broker and underwriters</p>	
<p>Unit-III: Leasing and Hire Purchase : Concepts of leasing, types of leasing – financial & operating lease, direct lease and sales & lease back, advantages and limitations of leasing, Lease rental determination; Finance lease evaluation problems (only Lessee's angle), Hire Purchase interest & Installment, difference between Hire Purchase & Leasing, Choice criteria between Leasing and Hire Purchase mathematics of HP, Factoring, forfaiting and its arrangement, Housing Finance : Meaning and rise of housing finance in India, Fixing the amount of loan, repricing of a loan, floating vs. fixed rate, Practical problems on housing finance.</p>	
<p>Unit-IV: Venture Capital: Concept, history and evolution of VC, the venture investment process, various steps in venture financing, incubation financing. Insurance: concept, classification, principles of insurance, IRDA and different regulatory norms, operation of General Insurance, Health Insurance, Life Insurance. Credit Ratings: Introduction, types of credit rating, advantages and disadvantages of credit ratings, Credit rating agencies and their methodology, International credit rating practices. Securitization: concept, securitization as a funding mechanism, Traditional and non-traditional mortgages, Graduated-payment mortgages (GPMs), Pledged-Account Mortgages (PAMs), Centralized Mortgage obligations (CMOs), Securitization of non mortgage assets, Securitization in India.</p>	

Text Book

- M.Y.Khan, “Financial Services”, Tata McGraw –Hill.
- Machiraju, “Indian Financial System”, Vikas Publishing House.
- J.C.Verma, “A Manual of Merchant Banking”, Bharath Publishing House.
- K.Sriram, “Hand Book of Leasing, Hire Purchase & Factoring”, ICFAI, Hyderabad.
- E. C.Trevor Watkins & M. Wright, “Marketing of Financial Services”, Heinemann Professional.

BBAF32: INVESTMENT ANALYSIS & PORTFOLIO MANAGEMENT	3-1-0
<p>Course Objective: The aim of this course is to provide a conceptual framework for analysis from an investor's perspective of maximizing return on investment – a sound theoretical base with examples and references related to the Indian financial system.</p>	
<p>Course Outcomes:</p>	
<p>BBAF32.1: Demonstrate a thorough understanding of fundamental investment concepts, including risk and return, asset classes, market efficiency, and portfolio theory, by accurately explaining these concepts and their relevance to investment decisions.</p>	
<p>BBAF32.2: Apply various investment analysis techniques, such as fundamental analysis, technical analysis, and quantitative methods, to evaluate and select securities, showcasing their ability to make informed investment decisions based on rigorous analysis.</p>	
<p>BBAF32.3: Design and manage investment portfolios by applying principles of asset allocation, diversification, and performance measurement, using critical thinking to construct portfolios that align with investment objectives and risk tolerance, and evaluating their performance against benchmarks.</p>	
<p>Unit-I: Basics of risk and return: concept of returns, application of standard deviation, coefficient of variation, beta, alpha. Bonds: present value of a bond, yield to maturity, yield to call, yield to put, systematic risk, price risk, interest rate risk, default risk. Yield curve and theories regarding shape of yield curve. Unsystematic risk and non-risk factors that influence yields. Duration and modified duration, immunization of a bond portfolio. Fundamental analysis: EIC framework; Economic analysis: Leading lagging & coincident macro-economic indicators, Expected direction of movement of stock prices with macroeconomic variables in the Indian context; Industry analysis: stages of life cycle, Porter's five forces model, SWOT analysis, financial analysis of an industry; Company analysis.</p>	
<p>Unit-II: Share valuation: Dividend discount models- no growth, constant growth, two stage growth model, multiple stages; Relative valuation models using P/E ratio, book value to market value. Technical analysis: meaning, assumptions, difference between technical and fundamental analysis; Price indicators- Dow theory, advances and declines, new highs and lows- circuit filters. Volume indicators- Dow Theory, small investor volumes. Other indicators- futures, institutional activity, Trends: resistance, support, consolidation, momentum- Charts: line chart, bar chart, candle chart, point & figure chart. Patterns: head & shoulders, triangle, rectangle, flag, cup & saucer, double topped, double bottomed, Indicators: moving averages. Efficient market hypothesis; Concept of efficiency: Random Walk, Three forms of EMH and implications for investment decisions. (No numerical in EMH and technical analysis)</p>	
<p>Unit-III: Portfolio analysis: portfolio risk and return, Markowitz portfolio model: risk and return for 2 and 3 asset portfolios, concept of efficient frontier & optimum portfolio. Market Model: concept of beta systematic and unsystematic risk. Investor risk and return preferences: Indifference curves and the efficient frontier, Traditional portfolio management for individuals: Objectives, constraints, time horizon, current wealth, tax considerations, liquidity requirements, and anticipated inflation, Asset allocation: Asset allocation pyramid, investor life cycle approach, Portfolio management services: Passive Index funds, systematic investment plans. Active – market timing, style investing.</p>	
<p>Unit-IV: Capital asset pricing model (CAPM): Efficient frontier with a combination of risky and risk-free assets. Assumptions of single period classical CAPM model. Characteristic line, Capital Market Line, Security market Line. Expected return, required return, overvalued and undervalued assets. Mutual Funds: Introduction, calculation of Net Asset Value (NAV) of a Fund, classification of mutual fund schemes by structure and objective, advantages and disadvantages of investing through mutual funds. Performance Evaluation using Sharpe's Treynor's and Jensen's measures</p>	

Text Books:

- D. E. Fischer & R. J. Jordan, “Security Analysis & Portfolio Management”, Pearson Education.
- W. F. Sharpe, G. J. Alexander & J. Bailey, “Investments”, Prentice Hall of India.

BBAF34: INTERNATIONAL FINANCE	3-1-0
<p>Course Objective: The objective of this paper is to equip the students with the techniques that can help them in managing the financial issues in international environment. This course will help them to manage MNCs in more effective manner.</p> <p>Course Outcomes:</p> <p>BBAF34.1: Demonstrate a comprehensive understanding of global financial systems, including foreign exchange markets, international capital markets, and multinational financial institutions, by accurately explaining the key components and functions of these systems.</p> <p>BBAF34.2: Apply cross-border financial analysis techniques, such as exchange rate determination, international investment appraisal, and country risk assessment, to evaluate opportunities and risks in international markets, showcasing their ability to analyze and interpret financial data in a global context.</p> <p>BBAF34.3: Evaluate international investment strategies, including foreign direct investment (FDI), portfolio investment, and hedging strategies, using critical thinking to assess factors such as political risk, economic conditions, and regulatory environments, and developing informed recommendations for multinational corporations and investors operating in global markets.</p>	
<p>Unit-I: Introduction: concept of international trade, International Business, International Finance and differences among them. Theories of International trade, international trade financing in India, Balance of payments (of India) International Monetary System: Different types of Exchange rate mechanisms- the gold standard, the gold exchange standard, The Bretton Woods System, Current monetary system, European Monetary Union. IMF and World Bank.</p>	
<p>Unit-II: Foreign Exchange Management: Forex market – Wholesale and Domestic market, Quotations- direct, indirect and cross currency; various kinds of transactions and their settlement dates, forward rates, Swaps, Quotes for various kinds of Merchant transactions; Early delivery, extension or cancellation of Forward contracts</p> <p>Exchange Rate determination and Forecasting: Purchasing power parity and Interest rate parity, relationship between PPP and IRP, reasons for deviation from PPP and IRP; models of exchange rate forecasting- forward rate as an unbiased predictor, the Demand-Supply approach, the monetary approach, the Asset approach, portfolio balance approach.</p>	
<p>Unit-III: Foreign Exchange Exposures: Financial Accounting and Foreign Exchange- Alternative Currency Translation Methods, Statement of Financial Accounting, Standards No.8, Statement of Financial Accounting Standards No.-52, Transaction Exposure, Managing Accounting Exposure- Managing Transaction and Translation Exposure, Designing a Hedging Strategy, Measuring and managing Economic Exposure- Foreign Exchange Risk and Economic Exposure, Identifying Economic Exposure, Calculating Economic Exposure, Operational Measure of Exchange Risk. Multinational Financial System- Value of the Multinational Financial System, Inter-company Fund- Flow Mechanisms: Cost and Benefits, Designing a Global Remittance Policy, Transfer Pricing and Tax Evasion. Issue of GDR, ADR Euro bonds, foreign bonds.</p>	
<p>Unit-IV: International Investment Management: International Portfolio Investment- Issues in Foreign Investment Analysis, International Bond Investing, Strategies for Direct Investment, Bond Investment and Portfolio Investment, Optional International Asset Allocation. International project appraisal- IRR and APV methods; Managing Political Risk- Measuring Political Risk, Country Risk Analysis, Managing Political Risk, Post expropriation policies, Multinational Working Capital Management: Current Asset</p>	

Management for the Multinational- International Cash Management (Netting, pooling, leading and lagging), Accounts Receivables Management, Inventory Management.

Text Books:

- PG Apte, “International Finance”, TataMcgraw Hill.
- A. C. Shapiro, “Multinational Financial Management”, Prentice Hall.
- D. L. Maurice, “International Finance- The Markets and Financial Management of Multinational Business”, Mcgraw Hill.

BBAF41: FINANCIAL MODELING & DERIVATIVES	3-1-0
<p>Course Objective: To equip students with principles and techniques of financial modeling along with various Financial Derivatives including Greeks & Exotic Options.</p>	
<p>Course Outcomes:</p>	
<p>BBAF41.1: Demonstrate a comprehensive understanding of financial models and derivative instruments, including options, futures, and swaps, by accurately defining and explaining key concepts, terminologies, and their applications in financial markets.</p>	
<p>BBAF41.2: Apply various financial modeling techniques to construct and analyze complex financial models using tools such as Excel or specialized software, demonstrating their ability to simulate and predict financial scenarios, value derivative instruments, and assess risk.</p>	
<p>BBAF41.3: Evaluate the effectiveness of different derivative strategies for hedging, speculation, and arbitrage, using critical thinking to analyze market data and model outcomes, and developing informed recommendations to optimize financial performance and manage risk.</p>	
<p>Unit-I: Introduction: Financial Time Series and Their Characteristics: Asset Returns; Distributional Properties of Returns; Review of Statistical Distributions and Their Moments, Distributions of Returns, Multivariate Returns, Likelihood Function of Returns and Empirical Properties of Returns</p>	
<p>Unit-II: Linear Time Series Analysis and Its Applications: Stationarity; Correlation and Autocorrelation Function; White Noise and Linear Time Series; Simple Autoregressive Models, Properties of AR, MA, ARMA and ARIMA Models, Goodness of Fit; The basic Concepts of Stochastic Process.</p>	
<p>Unit-III: Financial Derivatives: Introduction, various underlying and strategies: Forwards and Futures, Interest rate futures and currency futures; Determination of forward and futures prices; Options and related terminology, Calculating the pay-off from options and diagrammatic representation.</p>	
<p>Unit-IV: Pricing of Options- Binomial model and Black-Scholes model; trading strategies involving options; Exotic Options; Introduction to Swaps, Interest rate swaps, currency swaps, cross currency swaps; Forward rate agreements (FRA). Interest rate caps, floors, collars. The basic concepts of Greek Letters: Delta, Theta & Gamma and relationships among them.</p>	
<p>Text Books:</p> <ul style="list-style-type: none"> • S. T. Ruey, “Analysis of Financial Time Series”, John Wiley, 2nd Ed, 2005. • J. C. Hull. “Options, Futures and Other Derivatives”, Pearson Education, 9th ed., 2015 	

BBAF43: STRATEGIC CORPORATE FINANCE	3-1-0
<p>Course Objective: The objective of this paper is to know the details of corporate finance and the strategies involved in the corporate decisions. It will enable the students to steer the corporate in better manner.</p>	
<p>Course Outcomes:</p>	
<p>BBAF43.1: demonstrate a comprehensive understanding of key strategic financial concepts and theories, including capital structure, cost of capital, and corporate governance, by accurately explaining their significance and applications in corporate finance.</p>	
<p>BBAF43.2: Apply various financial strategies to real-world business scenarios, such as mergers and acquisitions, capital budgeting, and dividend policy decisions, showcasing their ability to use financial tools and models to support strategic decision-making.</p>	
<p>BBAF43.3: Evaluate the impact of corporate financial decisions on firm value and shareholder wealth, using critical thinking to analyze financial data and market conditions, and developing informed recommendations to enhance long-term corporate performance and competitiveness.</p>	
<p>Unit-I: Introduction to strategic corporate finance: Strategy Vs Planning, significance of strategy in financial decisions, Different types of financial strategy for Shareholders Wealth Maximization, overall corporate value addition and Economic Value Addition. Strategic Cost Management: Traditional costing Vs Strategic Costing, Relevant costs Vs Irrelevant costs, Different types of strategic costing and their relevance- Target Costing, Activity based Costing, Life Cycle Costing, Quality Costing, Zero Based Budgeting, Strategic cost reduction techniques and value chain analysis. Alternative sources of financing – alternative sources of financing, Different approach to infrastructure projects financing- Public Private Partnership (PPP) and its relevance.</p>	
<p>Unit-II: Management Buy-outs: Establishing feasibility of the buy-out, Negotiating the main terms of the transaction with the vendor including price and structure, Developing the business plan and financial forecasts in conjunction with the buy-out team for submission to potential funders, negotiations with potential funders so that the most appropriate funding offers are selected. Management Buy-ins: Management Buy-in/Buy-outs (“BIMBOs”), Vendor-initiated buy-outs/buy-ins. Valuing Real assets in the presence of risk: tracking portfolios and Real Asset valuation, Different Approaches of Valuing Real Assets, Capital Budgeting and Strategic policy Real options: Financial and real options compared, various types of real options, the Black-Scholes model</p>	
<p>Unit-III: Financial Distress and restructuring: Meaning of Bankruptcy, Factors leading to bankruptcy, symptoms and predictions of bankruptcy, reorganization of distressed firms, liquidation of firms. Company disposals: retirement sale or the sale of a non-core subsidiary, planned exit, forceful retirement and other disposals. Exit strategy- most appropriate exit route, valuation, timing of sale and tax planning opportunities, identification of potential purchasers, approaching the potential purchaser, negotiate with potential acquirers and selection of a preferred purchaser, calculation of the various tax implications. Fundraising: identification of different sources of development capital, determination of capital structure and factors affecting the capital structure, cost of capital and cost saving strategy, production of a business plan and financial forecasts to enable potential funders to assess the proposition. Due Diligence: financial due diligence for both purchasers and financial institutions, good quality “added value” due diligence advice.</p>	

Unit-IV: Company Valuation: an overview of valuation, valuation principles and practices more, the impact of “what if” scenarios, the key financial and commercial factors affecting the business. Value enhancement tools & techniques, the link between valuation and corporate finance Other strategic issues: managing credit ratings, and setting dividend and share repurchase policy, problem of too much cash. The issues of stock liquidity and illiquidity, Strategic risk management, the substitutability of capital structure and risk management choices, such as process control efforts, financial, physical, and operational hedging, value-based management.

Text Books:

- A. Damodaran “Corporate finance theory and practice”; John Willey & Sons, Inc, 4th Ed., 2014.
- G. P. Jakhotia, “Strategic Financial Management”, Vikas Publication, 2000.

BBAF45: PROJECT APPRAISAL	3-1-0
<p>Course Objectives: To explain identification of a project, feasibility analysis including market, technical and financial appraisal of a project. Understand the relevance of alternative project appraisal techniques, financial structuring and financing alternatives. This course intends to involve students to apply appraisal techniques for evaluating live projects.</p>	
<p>Course Outcomes:</p>	
<p>BBAF45.1: demonstrate a comprehensive understanding of project evaluation methods, including net present value (NPV), internal rate of return (IRR), payback period, and cost-benefit analysis, by accurately explaining these methods and their applications in project appraisal.</p>	
<p>BBAF45.2: Apply financial analysis techniques to evaluate project feasibility, assess investment risks, and calculate financial performance metrics, showcasing their ability to analyze project cash flows, costs, and benefits using appropriate tools and models.</p>	
<p>BBAF45.3: Evaluate the viability of projects by considering financial, economic, social, and environmental factors, using critical thinking to assess project impact, sustainability, and alignment with organizational goals, and developing informed recommendations for project investment or rejection.</p>	
<p>Unit-I: Appraisal: an introduction, Project appraisal and evaluation, Project cycle, Project cycle management, Private and Public sector Projects/commercial / National probability; Identification of investment opportunities – industry analysis review of project profiles, – feasibility study, Project identification and formulation, Generation of Project ideas, Basic Principals of Project Analysis Entrepreneurship – concept, Theory and perspective.</p>	
<p>Unit- II: Market Analysis: Market analysis of a project, Need for market analysis, Demand and supply analysis, Collection analysis, primary /secondary data, Forecasting techniques. Technical appraisal of a project, Business and Technology Acquisition and management of technology.</p>	
<p>Unit-III: Investment appraisal: Introduction and techniques, DCF and non DCF methods, Sensitivity Analysis, Financial needs of a Project, Investment criteria, Project Appraisal parameters of select Financial Institutions. Social cost benefit analysis – value added concept, social surplus indirect impact of projects, rationale of SCBA, Efficiency and Equity in Project Appraisal, UNIDO approach, Little Mirlees Approach, Project Appraisal of Indian Plans.</p>	
<p>Unit-IV: Project risk assessment – Risk and Sensitivity Analysis, Taxonomy of Risks, probabilistic cash flow approaches – application of simulation techniques; Monitoring and Evaluation of a Project - PERT / CPM, Monitoring mechanism, Evaluation ad Lessons, Preparation of project report - Case Analysis.</p>	
<p>Textbooks:</p>	
<ul style="list-style-type: none"> • H. R. Machiraju, “Introduction to Project Finance”, Vikas Publishing House • C. Prasanna, “Project Preparation Appraisal Budgeting and Implementation”, Tata McGraw. 	

BBAF42: TIME SERIES ANALYSIS	3-1-0
<p>Course Objectives: As analysis of financial and time series is significant in today's business, the objective of the course is to understand, model, analyze and predict the behavior of time series analysis.</p> <p>Course Outcomes: BBAF42.1: Demonstrate a thorough understanding of key time series concepts and terminology, including stationarity, autocorrelation, seasonality, and trend components, by accurately defining and explaining these concepts. BBAF42.2: Apply various time series analytical techniques, such as ARIMA (Auto Regressive Integrated Moving Average), exponential smoothing, and seasonal decomposition, to model and forecast time series data, showcasing their ability to select and implement appropriate methods for different datasets. BBAF42.3: Evaluate the performance of different time series forecast models using diagnostic tools and accuracy metrics (such as AIC, BIC, RMSE, and MAE), and use these evaluations to refine models and improve forecasting accuracy for practical applications.</p>	
<p>Unit-I: Difference Equations: Time series models, Difference equations and their solutions, solution by iteration, an alternative solution methodology, the cobweb model, solving homogeneous difference equations, particular solutions for deterministic processes, the method of undetermined coefficients, lag operators. Stationary Time Series Models: Stochastic difference equation models, ARMA models, stationary restrictions for ARMA(p,q) model, autocorrelation function, partial auto correlation function, sample auto correlations of stationary series, box-jenkins model selection, properties of forecasts, model of interest rate spread, seasonality, parameter instability and structural change.</p>	
<p>Unit-II: Modeling Volatility: Economic time series: the stylized facts, ARCH processes, ARCH and GARCH estimates of inflation, examples of GARCH models, A GARCH model of risk, ARCH-M model, additional properties of GARCH processes, maximum likelihood estimation of GARCH models, other models of conditional variance, Estimating the NYSE International 100index, Multivariate GARCH. Models with Trend: Deterministic and Stochastic trends, removing the trend, unit roots and regression residuals, Monte- Carlo method, Dickey-Fuller tests: examples and extensions, structural change, power and the deterministic regressors, test with more power, panel unit root tests, trends and univariate DE compositions.</p>	
<p>Unit-III: Multi-equation Time Series Models: Intervention Analysis, Transfer function analysis, estimating a transfer function, limits to a structural multivariate estimation, VAR analysis, estimation and identification, Impulse response function, testing hypothesis, Example of Simple VAR, structural VARs, examples.</p>	
<p>Unit-IV: Co-integration and Error Correction Models: Linear combinations of integrated variables, cointegration and common trends, cointegration and error correction, testing for cointegration, cointegration and purchasing power parity, characteristic roots, rank and cointegration, hypothesis testing, illustrating Johansen methodology, error correction and ADI tests, comparing the three methods.</p>	
<p>Text Books</p> <ul style="list-style-type: none"> Enders W (2014), Applied Econometric Time Series. John Wiley & Sons, Inc., Fourth Edition. Mills, T. C. and Markellos, R. N. (2008), The Econometric Modelling of Financial Time Series. Cambridge University Press, Third Edition. 	

BBAF44: CORPORATE TAX LAWS	3-1-0
<p>Course Objectives: The course aims to help students to comprehend the basic principles of the laws governing Income tax. Students are expected to have only elementary knowledge of the topics specified in the syllabus.</p> <p>Course Outcomes:</p> <p>BBAF44.1: Demonstrate a comprehensive understanding of corporate tax laws and regulations, including federal, state, and international tax principles, by accurately identifying and explaining key legal concepts and provisions.</p> <p>BBAF44.2: Apply tax compliance strategies to real-world corporate scenarios, ensuring adherence to legal requirements and optimizing tax liabilities through the preparation and analysis of tax returns and related documents.</p> <p>BBAF44.3: Evaluate the tax implications of various corporate transactions and business decisions, using critical thinking to assess potential risks and benefits and to develop informed recommendations that align with legal and strategic business goals.</p>	
<p>Unit-I: Introduction to Direct Tax code, Salient Features and Basic Concepts – Previous Year, Assessment Year, Person, Gross Total Income and Agricultural Income, Residential Status and Incidence of Tax, Fully Exempted Incomes</p>	
<p>Unit-II: Sources of Income-Salary (perquisites, allowances and retirement benefits), House Property, Business or Profession, Capital Gains, Other Sources</p>	
<p>Unit-III: Deductions u/s 80C to 80U, Provisions for Clubbing of Income (simple problems), Meaning and Provisions of Set off and Carry Forward of Losses (simple problems), Concept of Presumptive Income and deductions.</p>	
<p>Unit-IV: Deduction of Tax at Sources, Payment of Advance Tax, Assessment of Individuals (computation of Total Income and Tax Liability) and Procedure for filing of returns (online filing- ITR).</p>	
<p>Text Books</p> <ul style="list-style-type: none"> • B. B. Lal, “Income Tax and Central Sales tax Law and Practice”, Pearson Education, 2012. • V. K. Singhania and M. Singhania, “Students Guide to Income Tax”, Taxman Publications, 2015. • Ahuja, Girish and R. Gupta, “Systematic Approach to Income Tax”, Bharat Law House, 2014. • V. S. Datey, “Indirect Taxes-Law and Practice”, Taxmann Publications, 2015. 	

BBAF46: BUSINESS ANALYSIS & VALUATION	3-1-0
<p>Course Objective: This Paper will enable the students to analyze the health of a company through their annual reports and will equip them to understand what an asset is worth and what determines that value.</p> <p>Course Outcomes:</p> <p>BBAF46.1: demonstrate a thorough understanding of the principles and methodologies used in business valuation, including discounted cash flow (DCF) analysis, comparable company analysis, and precedent transactions, by accurately explaining these concepts and their applications.</p> <p>BBAF46.2: Apply various analytical frameworks and tools to conduct comprehensive business analysis, including financial statement analysis, strategic analysis, and competitive analysis, showcasing their ability to assess a company's performance and strategic positioning.</p> <p>BBAF46.3: Evaluate the value of businesses by integrating financial and strategic analyses, using critical thinking to develop and justify valuation models and assumptions, and providing informed recommendations for investment, acquisition, or strategic management decisions.</p>	
<p>Unit-I: Analysis of Corporate Financial Statements: Income statements and Balance sheets through ratio analysis and analyzing the Chairman's statement, Directors' report, management discussion & analysis, report on corporate governance, auditor's report to evaluate the financial soundness of the company.</p>	
<p>Unit-II: Cash Flows: Firm cash flows, Earnings, Tax effect, Reinvestment needs; Equity cash flows: Dividend, Forecasted Cash flows, terminal value estimation approaches. Equity discounted cash Flow Models-Dividend discount models, extensions of DDM; free cash flow to equity model</p>	
<p>Unit-III: Introduction to Valuation: Approaches to valuation, Discounted Cash Flow, Relative Valuation, Role of valuation; Discounted Cash flow Valuation: Estimating discount rates- cost of equity, cost of equity to cost of capital; Valuation of an asset with guaranteed cash flows, introducing uncertainty into valuation (valuing an asset with default risk & equity risk), valuing an asset with an infinite life.</p>	
<p>Unit-IV: Firm Valuation Models: Cost of capital approach, adjusted present value approach, EVA, Capital structure and firm value. Relative valuation-popularity and potential pitfalls; reconciling relative and discounted cash flow valuation Equity Multiples; Value Multiples; Valuation of different kinds of companies. Value of Synergy; operating and financial synergy, Cash and tax benefits, debt capacity, Evidence on synergy, common errors in valuing synergy; Valuing Real options</p>	
<p>Text Books:</p> <ul style="list-style-type: none"> • G. Foster, "Financial Statement Analysis", Pearson Education Pvt Ltd, 2ND Ed. • A. Damodaran, "Damodaran on Valuation, Security Analysis for investment and Corporate Finance", Wiley India Pvt. Ltd, 2nd ed., 2008. • P. Chandra, "Corporate Valuation and Value Creation", 1st ed. TMH, 2011. 	

BBAM21: MARKETING MANAGEMENT-II	3-1-0
<p>Course Objectives: The course aims to provide an understanding of basic concepts, theories and strategies of effective marketing. The course must be taught using case study method.</p> <p>Course Outcomes:</p> <p>BBAM21.1: Critically analyze an organization's marketing activities.</p> <p>BBAM21.2: Develop the marketing strategy, segmentation, positioning and marketing mix for an organization.</p> <p>BBAM21.3: Develop an awareness of emergent issues in marketing</p>	
<p>Unit-I: Market Segmentation, Targeting and Positioning: Definition, Need & Benefits. Bases for market segmentation of consumer goods, industrial goods and services. Segment, Niche & Local Marketing, Effective segmentation criteria, Evaluating & Selecting Target Markets, Concept of Target Market and Concept of positioning – Value Proposition & USP</p>	
<p>Unit-II: Product & Pricing Decisions: Product & Brand: Product Levels, Product Mix, Product Strategy, Product Development, Product Lifecycle and Product Mix, Pricing Decisions: Designing Pricing Strategies and Programmes, Pricing Techniques.</p>	
<p>Unit-III: Place & Promotion Decisions: Place: Meaning & importance, Types of Channels, Channels Strategies, Designing and Managing Marketing Channel, Retailing, Physical Distribution, Marketing Logistics and Supply Chain Management. Promotion: Promotion Mix, Push vs. Pull Strategy; Promotional Objectives, Advertising- Meaning and Importance, Types, Media Decisions, Promotion Mix, Personal Selling-Nature, Importance and Process, Sales Promotion – Purpose and Types; Publicity and Public Relations- Definition, Importance and Methods.</p>	
<p>Unit-IV: Emergent issues in Marketing: Ethics in marketing, Social Marketing, Green Marketing, Rural Marketing, Digital & Social Media Marketing</p>	
<p>Text Books</p> <ul style="list-style-type: none"> Kotler, Armstrong, Agnihotri and Haque, "Principles of Marketing- A South Asian Perspective", Pearson Education, 2020. Ramaswamy and S. Namkumar, "Marketing Management Global Perspective: Indian Context", McMillan, Delhi, 2018 	

BBAM22: CONSUMER BEHAVIOUR	3-1-0
<p>Course Objective: The course on Consumer behaviour equips students with the basic knowledge about the issues and dimensions of consumer behaviour and with the skill and ability to analyse consumer information and develop consumer behaviour-oriented marketing strategies.</p>	
<p>Course Outcomes:</p> <p>BBAM22.1: Understand and appreciate the concept of consumer behavior from a variety of perspectives.</p> <p>BBAM22.2: Identify the key reasons behind why particular consumers in particular situations behave in certain ways.</p> <p>BBAM22.3: Apply principles of consumer behaviour to real-life situations to develop business strategy.</p>	
<p>Unit-I: Consumer Behaviour: Nature, scope & application: Importance of consumer behaviour in marketing decisions, characteristics of consumer behaviour, role of consumer research, consumer behaviour- interdisciplinary approach. Introduction to 'Industrial Buying Behaviour' Market Segmentation: VALS 2 segmentation profile.</p>	
<p>Unit-II: Consumer Needs & Motivation: Characteristics of motivation, arousal of motives, theories of needs & motivation: Maslow's hierarchy of needs, McLelland's APA theory, Murray's list of psychogenic needs, Bayton's classification of motives, self-concept & its importance, types of involvement. Personality & Consumer Behaviour: Importance of personality, Consumer Perception: Concept of absolute threshold limit, differential threshold limit & subliminal perception: Perceptual Process: selection, organization & interpretation. Learning & Consumer Involvement: Importance of learning on consumer behaviour, 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.</p>	
<p>Unit-III: 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 socialisation process, consumer roles within a family, purchase influences and role played by children, family life cycle. Social Class & Consumer behaviour: Determinants of social class, measuring & characteristics of social class.</p>	
<p>Unit-IV: Diffusion of Innovation: Definition of innovation, product characteristics influencing diffusion, resistance to innovation, adoption process. Consumer Decision making process: Process- problem recognition, pre-purchase search influences, information evaluation, purchase decision (compensatory decision rule, conjunctive decision, rule, Lexicographic rule, affect referral, disjunctive rule), post- purchase evaluation; Situational Influences. Models of Consumer Decision making: Nicosia Model, Howard-Sheth Model, Howard- Sheth Family Decision Making Model, Engel, Kollat& Blackwell Model, Sheth Newman Gross Model of Consumer Values</p>	
<p>Readings</p> <ul style="list-style-type: none"> • G. Leon, Schiffman & L. L.Kanuk, "Consumer Behaviour", Prentice Hall Publication, 3rd Edition, 2012. • M. R. Solomon, "Consumer Behaviour – Buying, Having and Being", Pearson Prentice Hall, 2013. 	

BBAM31: CUSTOMER RELATIOHSIP MARKETING	3-1-0
<p>Course Objective: The objective of this course is to understand the tools and techniques of making long-term sustainable relationships with customers.</p>	
<p>Course Outcomes:</p> <p>BBAM31.1: Demonstrate a comprehensive understanding of CRM principles, including customer segmentation, relationship building strategies, and customer lifetime value (CLV) analysis, by accurately explaining these concepts and their significance in managing customer relationships.</p> <p>BBAM31.2: Apply CRM tools and techniques, such as CRM software platforms, customer data analysis, and customer journey mapping, to effectively manage customer interactions, personalize marketing efforts, and enhance customer satisfaction and loyalty.</p> <p>BBAM31.3: Evaluate the effectiveness of CRM strategies by analyzing customer feedback, measuring key performance indicators (KPIs) such as customer retention rate and customer acquisition cost, and using critical thinking to recommend improvements and optimizations for CRM initiatives.</p>	
<p>Unit-I: Introduction: Meaning, definitions and fundamentals of CRM, E-CRM, CRM as a business strategy, elements of CRM, CRM processes and systems, Strategy and Organization of CRM: History of CRM, Dynamics of Customer Supplier Relationships, Nature and context of CRM strategy, relationship-oriented organization</p>	
<p>Unit-II: Marketing Aspects of CRM: Customer knowledge, privacy issues, communications and multi-channels in CRM, the individualized customer proposition, Relationship policy.</p>	
<p>Unit-III: Analytical CRM: Relationship data management, Data analysis and data mining, Segmentation and selection, Retention and cross-sell analysis, Effects of marketing activities, Reporting results. Operational CRM: Call centre management, Internet and website, Direct mail.</p>	
<p>Unit-IV: Collaborative CRM/CRM Subsystems: Contact Management, Campaign Management, Sales Force Automation. Choosing CRM Tools / Software Package: Shortlisting prospective CRM vendors, setting evaluation criteria for the appropriate CRM package, selection CRM implementation, CRM systems and Implementation: CRM systems, Implementation of CRM systems, Ethical Issues in CRM</p>	
<p>Text Books:</p> <ul style="list-style-type: none"> Nh Mullick (2016), “Customer Relationship Management”, 1/e, Oxford University Press. Stone, Merlin and Woodrock, Neil, Relationship Marketing, Kogan Page, London 	

BBAM33: DISTRIBUTION AND SUPPLY CHAIN MANAGEMENT	3-1-0
<p>Course Objective: This course would help students develop an understanding about the role of marketing channels, distribution and supply chain, key issues of supply chain and the drivers of supply chain performance. The course would acquaint the students with various concepts.</p> <p>Course Outcomes:</p> <p>BBAM33.1: Demonstrate a comprehensive understanding of supply chain principles, including sourcing, procurement, logistics, inventory management, and distribution, by accurately explaining these concepts and their significance in optimizing supply chain performance.</p> <p>BBAM33.2: Apply supply chain strategies such as lean management, demand forecasting, supplier relationship management, and transportation optimization to improve efficiency, reduce costs, and enhance responsiveness in supply chain operations.</p> <p>BBAM33.3: Evaluate supply chain performance metrics such as lead time, on-time delivery, inventory turnover, and supply chain resilience, using critical thinking to analyze data, identify bottlenecks or inefficiencies, and develop recommendations for continuous improvement in distribution and supply chain management.</p>	
<p>Unit-I: The channel system: Rationale for marketing channel structures, Composition of marketing channels, Channel Environment, Distribution – Basic concept, Transportations, Inventory, Warehousing, Managing logistics.</p>	
<p>Unit-II: Concepts and importance of a Supply Chain (SC), Key issues of Supply Chain Management, Competitive and SC strategies, Achieving strategic fit.</p>	
<p>Unit-III: Dynamics of supply chain: Supply Chain Integration, Push-based, Pull-based and Push-Pull based supply chain, Demand Forecasting in a Supply Chain, Managing inventory in SC environment: Transportation in SC environment.</p>	
<p>Unit-IV: Strategic Alliances, Third party and fourth party logistics, Retailer- Supplier partnerships (RSP), Supplier evaluation and selection, Use of best practices and Information Technology (IT) in Supply Chain Management.</p>	
<p>Readings</p> <ul style="list-style-type: none"> • J. B. Ayers, “Handbook of supply chain management”, 2nd ed., Florida: Auerbach Publication, 2006. • R. H. Ballou, & S. K. Srivastava, “Business logistics/ supply chain management”, 5th ed., New Delhi: Pearson Education, 2008. • S. Chopra & P. Meindl, “Supply chain management: Strategy, planning and operation”, 3rd ed., New Delhi: Pearson Education, 2007. 	

BBAM35: DIGITAL MARKETING ANALYTICS	3-1-0
<p>Course Objective: The aim of the course is to aid students in understanding digital marketing methods from the viewpoint of several parties such as analysts, consumers or entrepreneurs and to inculcate the fundamental concepts of digital marketing. The course includes knowledge of various tools of the trade such as social media listening, search analytics, audience analysis and content analysis along with concepts of return on investment.</p>	
<p>Course Outcomes:</p>	
<p>BBAM35.1: Apply various digital marketing analytics tools and techniques (such as Google Analytics, social media analytics platforms, and SEO tools) to collect, analyze, and interpret marketing data in real-world scenarios.</p>	
<p>BBAM35.2: Evaluate the effectiveness of marketing strategies by identifying and analyzing key performance indicators (KPIs), consumer behavior, and engagement metrics, and use these evaluations to optimize marketing campaigns for better performance and ROI.</p>	
<p>BBAM35.3: Create comprehensive reports and data visualizations that clearly communicate analytical findings and marketing insights, enabling stakeholders to understand and leverage data for strategic decision-making.</p>	
<p>Unit-1: Introduction: Understanding the Digital Media Landscape: Digital Media Types, Paid & Owned Media, Understanding Digital Analytics Concepts: Owned & Earned Social Metrics, Demystifying Web Data, searching for the Right Metrics, Paid & Organic Searches, Aligning Digital and Traditional Analytics, Primary Research, Traditional Media Monitoring, Traditional CRM Data, The Reporting Time Line, The Reporting Template.</p>	
<p>Unit-II: Tools of the Trade: Social Media Listening and Search Analytics: Tools: Identification, Data Capture, Spam Prevention, Integration with Other Data Sources, Cost, Mobile Capability, API Access, Consistent User Interface, Workflow Functionality, Historical Data, Understanding Social Media Engagement Software, Easy-to-Navigate User Interface, Reliability, Robust Analytics Dashboards, Mobility, CRM Hooks, Social Governance, Monitoring Platform Integration, Social Media Listening Tools: Social Media Listening Evolution, Present Day, Understanding Sysmon, Search Analytics Tools: Basics of Search, Search Analytics Use Cases, Free Tools.</p>	
<p>Unit-III: Tools: Content Analysis: Content Analysis Tools: Content Audit and its Checklist, Real-Time Analytics, Optimizing Content Distribution & Content Consumption.</p>	
<p>Unit-IV: Search Analysis and Return on Investment Search Analysis: Search Analytics for Digital Strategy, Content Strategy, Planning and Paid Advertising. Return on Investment: Defining ROI, Return on Engagement (ROE), Return on Influence, Return on Experience, Properly Tracking ROI, Understanding the Top-Down Revenue Measurement Approaches, Utilizing Bottom-Up Measurement Models.</p>	
<p>Text Books</p> <ul style="list-style-type: none"> • C. Hemann & K. Burbary (2013), Digital Marketing Analytics: Making sense of consumer data in a digital world, Que Publishing. • Venkatesan, R. & Farris, P. (2014), Cutting-Edge Marketing Analytics: Real World Cases and Data Sets for Hands On Learning, Pearson Education. • Winston, W.L. (2014), Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wiley. • Sorger, S. (2013), Marketing Analytics: Strategic Models and Metrics, Admiral Press. 	

BBAM32: STRATEGIC BRAND MANAGEMENT	3-1-0
Course Objectives: To describe the meaning and role of brand in modern marketing and to develop a consumer centric approach to building a brand and measuring brand equity Course Outcomes: BBAM32.1: Understand and conduct the measurement of brand equity and brand performance BBAM32.2: Practically develop a brand, including positioning and communication BBAM32.3: Prepare a professional, logical and coherent report in the form of a brand audit	
Unit-I: Introduction to Branding: Nature and Importance of Brand; Brand vs. Generics	
Unit-II: Concepts in Brand Development: Brand Identity & Brand Personality models: Aaker, Kapferer, Brand Image/Positioning, Brand Knowledge Structure and Brand Elements, Keller's Consumer Based Brand Equity, Brand Relationships & Brand Valuation, Measuring Brand Performance: Brand Profitability, Brand Tracking, Brand Metrics and Brand Audit	
Unit-III: Brand Strategy: Brand Portfolio Strategy/Brand Architecture, Brand Extensions, Brand Revitalization and Lifecycle Management, Celebrity Endorsements, Pricing and Promotional Effects on Brands, Managing Brands across time, locations and cultures	
Unit-IV: Perspectives on Brands: Personal Brands, Nation Brands, Store Brands, Nation Brands, Brand Mythology, Brand Co-creation, Digital Brand Experiences & Brand Engagement, Brand Communities, Challenges and Opportunities – The future of branding	
Text books: <ul style="list-style-type: none"> • Keller K. L, Swaminathan (2020), Strategic Brand Management, 5/e, Pearson Education. • Product and Brand Management, (2016) Tapan K Panda, Oxford University Press India. (latest) • Rosenbaum-Elliott, Percy, Pervan (2018) Strategic Brand Management, 4th edition, Oxford University Press • Kapferer, (2015) New Strategic Brand Management, 5th edition, Kogan Page (latest) 	

BBAM34: PERSONAL SELLING & SALES FORCE MANAGEMENT	3-1-0
<p>Course Objectives: To familiarize the students with the concepts of sales management and to equip them with the various tools required to be a success in the various techniques essential for sales staff management. To help them differentiate the nuances of personal, organizational and personal selling.</p> <p>Course Outcomes:</p> <p>BBAM34.1: Apply effective personal selling techniques and strategies in various sales scenarios, demonstrating their ability to engage customers, address objections, and close sales.</p> <p>BBAM34.2: Analyze sales performance data and metrics to evaluate the effectiveness of sales strategies and individual salesforce members, identifying areas for improvement and recommending actionable changes.</p> <p>BBAM34.3: Create comprehensive sales management plans that include recruitment, training, motivation, and performance evaluation strategies for the sales force, ensuring alignment with organizational goals and enhancing overall sales effectiveness.</p>	
<p>Unit-I: Introduction to Personal Selling; functions of a sales person, qualities of an effective Sales Person; Personal Selling situations.</p>	
<p>Unit-II: Theories of Selling: AIDAS, Right Set of circumstances, Buying formula theory</p>	
<p>Unit-III: The Selling Process: Pre-approach – acquiring product knowledge, acquiring competition and market knowledge, Identifying and qualifying prospects – sources of prospecting, conditions for qualification, Opening a sale – methods of approaching, Sales presentation – presentation strategies and methods, Sales demonstration – planning effective demonstration, use of sales tools, Handling objection – types of objections, determining hidden objections, strategies for handling objections, Closing a sale – trial close, closing techniques, Post sales follow up.</p>	
<p>Unit-IV: Introduction to sales force management: Objectives of Sales management, Role of a sales manager; Managing Sales force – Recruitment, Selection, Training, Compensation and evaluation of sales force; Sales Territory Coverages: Sales Territory Concept, Reasons for establishing sales territories, procedures for selling up sales territories.</p>	
<p>Textbook:</p> <ul style="list-style-type: none"> • Still, Cundiff & Govani, “Sales Management”, Prentice Hall of India, 2007. • C. Futrell, “Fundamentals of Selling”, McGraw Hill, 13th Ed., 2013. 	

BBAM36: PRODUCT MANAGEMENT	3-1-0
<p>Course Objective: The course aims to equip students with the knowledge and skills necessary to effectively manage products throughout their lifecycle, including product ideation, development, launch, and ongoing optimization. Students will learn strategic product planning, market analysis, customer research, and cross-functional collaboration to drive product success in competitive markets.</p> <p>Course Outcomes:</p> <p>BBAM36.1: Understand the role of product management in the organization and how it interacts with other functions.</p> <p>BBAM36.2: Analyze strategies and frameworks for developing, marketing, and selling a product using various product management techniques and practices.</p> <p>BBAM36.3: Develop a product strategy that aligns with the company's vision and goals</p>	
<p>Unit-I Introduction to Product Management: Basic Concepts in Product, Product Strategy, Holistic approach to product management and role of organization, Roles and responsibilities of a Product Manager</p>	
<p>Unit-II: Creating Value through Product & Role of Innovation: Value creation, Value-delivery, Value Co-creation, Marketing opportunity analysis for innovation, Disruptive innovation in product strategy, Product Lifecycle, Growth Strategy & Strategic Planning</p>	
<p>Unit-III: New Product Development: New product development process, Approaches to product development: Minimum Viable Product Approach (MVP) & Minimum Delightful Product Approach (MDP), Market Segmentation, Go-to-market Strategy & Marketing Mix</p>	
<p>Text books:</p> <ul style="list-style-type: none"> • Sorger, S. (2013), Marketing Analytics: Strategic Models and Metrics, Admiral Press. • Winston, W.L. (2014), Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wiley, First Edition. 	

BBAM41: PROJECT MANAGEMENT	3-1-0
<p>Course Objectives: The basic objective of this course is to familiarize the students with the various aspects of Projects and key guidelines relevant to project planning, analysis, financing, selection, implementation and review.</p> <p>Course Outcomes:</p> <p>BBAM41.1: Relate the importance of project management in business strategy and success.</p> <p>BBAM41.2: Develop familiarity with the planning and execution phases of a project life cycle, project selection criteria & technical analysis.</p> <p>BBAM41.3: Conduct feasibility study, financial estimation and projections related to project</p>	
<p>Unit-I: Introduction: Projects, Project Management, Objectives, Importance, Tools and Techniques for Project Management, Project Team, and Determinants of Project Success. Project Life Cycle: Phases of Project Life Cycle, Classification of Projects. Project Management Process and Project Selection: Process of Project Management, BCG Matrix, McKinsey/GE Matrix, Strategic Position and Action Evaluation, Project Selection Methods, Project Selection Criteria. Generation and Screening of Project Ideas: Generation of Ideas, SWOT Analysis, Monitoring the Environment, Corporate Appraisal, Profit Potential of Industries (Porter Model, analysis for Project Ideas, Preliminary Screening, Project Rating Analysis, Entry barriers Analysis, Review of Project Planning</p>	
<p>Unit-II: Technical Analysis: Factors Considered in Technical Analysis, Factors Affecting Selection of Locations, Need for Considering Alternatives, Technology Selection, Sources of Technology, Appropriate Technology. Market Analysis: Conduct of Market Survey, Characterization of Market, Market Planning (Introductory aspects only). Network Techniques: Network Analysis, Programme Evaluation and Review Technique (PERT), Critical Path Method (CPM), Identifying critical path, Probability of Completing the project within given time, Project Cost Analysis, Project Crashing (Simple problems only).</p>	
<p>Unit-III: Financial Estimates and Projections: Feasibility Study, Types of Feasibility Study, Steps of Feasibility Study, Importance and Steps of Financial Feasibility, Components of Cost of Project and Its Estimation (Introductory aspects only). Financing of Projects: Capital Structure, Sources of Long-term Finance, Debt Financing, Characteristics and Types of Debts, Equity Financing, Preferential, Equity Shares, Retained Earnings, Short-term Sources for Working Capital, Newer Sources of Finance</p>	
<p>UNIT-IV: Project Evaluation and Control: Project Monitoring and Controlling, Project Evaluation, Post Project Evaluation (Post Audit), Abandonment Analysis. Social Cost Benefit Analysis: Social Cost, Social Benefit. Risk Analysis: Process of Risk Management, Sources of Risk in Project Management, Managing Risk. International Project Management: Introduction, Types, Process, Financing, and Risks Associated with International Projects.</p>	
<p>Text Books</p> <ul style="list-style-type: none"> Chandra, Prasanna, “Projects: Planning, Analysis, Financing, Implementation and Review”, Tata McGraw Hill Publishing Company Limited, 2014. K. Nagarajan, “Project Management”, New Age International (P) limited, Publishers, 2015. R. Panneerselvam, P. Senthilkumar, “Project Management”, PHI Learning, (P) limited, Publishers, 2013. 	

BBAM43: MARKETING ANALYTICS	3-1-0
<p>Course Objective: The course objective is to provide students with a deep understanding of marketing analytics tools and techniques. Students will learn how to collect, analyze, and interpret data from various marketing channels to make data-driven decisions. They will also gain proficiency in using analytics to measure marketing performance, optimize campaigns, and improve ROI for businesses.</p> <p>Course Outcomes:</p> <p>BBAM43.1: Learn marketing research methods used in marketing management.</p> <p>BBAM43.2: Solve typical data-driven marketing problems.</p> <p>BBAM43.3: Evaluate and design the right marketing research strategy for dynamic decision-making settings</p>	
<p>Unit-I: Introduction and Market Insight: Introduction to marketing analytics, models and metrics, Market Insight: Market terminology, market data sources, market sizing, pestle market analysis, porter five forces analysis.</p>	
<p>Unit-II: Market Segmentation and Competitive Analysis: Market segmentation: market segmentation, market targeting, market positioning. Competitive Analysis: Competitive information, analysis and action.</p>	
<p>Unit-III: Business strategy and operations: Business strategy: strategic scenarios, strategic decision models, strategic metrics, Business operations: forecasting, predictive analysis, data mining, balanced scorecard, critical success factors. Product and Service analytics, Price analytics, Product and Service Analytics: Conjoint analysis, decision tree models, portfolio resource allocation, product and service metrics, attribute preference testing. Price analytics: pricing techniques and assessments, profitable pricing, pricing for business markets, price discrimination.</p>	
<p>Unit-IV: Distribution Analytics and Promotion Analytics Distribution Analytics: Distribution channel characteristics, retail location selection, channel evaluation and selection, multi-channel distribution, distribution channel metrics. Promotion Analytics: Promotion budget estimation, promotion budget allocation, promotion metrics for traditional and social media, Sales Analytics and Analytics in Action Sales Analytics: Consumer sales process, ecommerce sales model, sales metrics, profitability metrics, support metrics. Analytics in Action: Rapid decision models, metrics in marketing campaigns, excel excellence, data driven presentations.</p>	
<p>Text books:</p> <ul style="list-style-type: none"> • Sorger, S. (2013), Marketing Analytics: Strategic Models and Metrics, Admiral Press. • Winston, W.L. (2014), Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wiley, First Edition. 	

BBAM45: INTEGRATED MARKETING COMMUNICATIONS	3-1-0
<p>Course Objectives: This course helps student understand the concept and principles of advertising and integrated marketing communications and analyze various communication media and the costs associated with them.</p>	
<p>Course Outcomes:</p>	
<p>BBAM45.1: Apply this understanding to marketing communications in business, social and governmental contexts. Clearly articulate each component of the marketing communications plan.</p>	
<p>BBAM45.2: Analyze specific marketing communications problems, and devise sound and practical solutions to these problems.</p>	
<p>BBAM45.3: Describe the elements of contemporary marketing communications – the tools, the players, the scope and future direction of the marcoms industry including the different ways in which marketers communicate with their target audiences.</p>	
<p>Unit-I: Concept, communication mix, role at different stages of PLC, Marketing Communications Processes & Consumer Response Models: Basic model of communication, Response Hierarchy models and alternatives, FCB Planning Grid, Cognitive Response Model, Elaboration Likelihood Model of Persuasion</p>	
<p>Unit-II: Basis of strategic planning: USP, Brand Image & Personality, Positioning, Strategic planning: target profiling, objective determination, DAGMAR approach, budget setting, Strategic planning for advertising: advertising appeals, advertising campaign and media briefs, Advertising research; Evaluation of campaign effectiveness, metrics and ROI</p>	
<p>Unit-III: Creative strategies, message design: Source, Message & Channel factors, Media channels & their characteristics, Overview of media planning, media strategies: scheduling, target market coverage, reach vs frequency, Marketing communications budgets;</p>	
<p>Unit-IV: B2B communications, Sales promotions, Marketing Public Relations, Personal Marketing: Direct Marketing; CRM; Relationship Marketing, Experiential Marketing: sponsored events, exhibitions & trade fairs etc., Moment of Truth Marketing: Brand Identity, Packaging & Retail Media, Influence Marketing: Digital, Social & Interactive Media, Global & Cross-cultural Marketing Communications, Changing role of advertising agencies, Ethics in IMC</p>	
<p>Text books:</p> <ul style="list-style-type: none"> • Clow, K.E. and Baack, D. (2018), Integrated Advertising, Promotion, and Marketing Communications, 8th edition. Pearson Education. • Belch, Belch (2020) 12th Edition, Advertising and Promotion: An Integrated Marketing Communication Perspective, McGraw-Hill, Sydney • Chitty, Luck, Barker, Sassenberg, Shimp, Andrews (2018), 5th Edition, Integrated Marketing Communications, Cengage Learning, 9780170191548 • O'Guinn, Allen, Scheinbaum, Semenik (2019) 8th edition, Advertising & Integrated Brand Promotion, Cengage Learning 	

BBAM47: RETAIL MARKETING	3-1-0
<p>Course Objective: The primary objective of the course is to develop student's marketing competencies in retailing and retail consulting. The course is designed to prepare students for positions in the retail sector or positions in the retail divisions of consulting companies. Besides learning more about retailing and retail consulting, the course is designed to foster the development of the student's critical and creative thinking skills.</p> <p>Course Outcomes:</p> <p>BBAM47.1: Demonstrate a comprehensive understanding of retail operations, including merchandising, inventory management, store layout, and customer service, by accurately explaining key concepts and their significance in retail management.</p> <p>BBAM47.2: Apply retail strategies such as pricing strategies, promotional techniques, and customer experience management to optimize sales, enhance brand image, and drive customer loyalty in retail settings.</p> <p>BBAM47.3: Evaluate retail performance metrics such as sales per square foot, inventory turnover, and customer satisfaction scores, using critical thinking to analyze data, identify trends, and make informed recommendations for improving retail performance and profitability.</p>	
<p>Unit-I: Introduction to Retailing, Definition, Characteristics, Evolution of Retailing in India, Retailing in India, Emerging Trends in Retailing, Factors Behind the change of Indian Retail Industry.</p>	
<p>Unit-II: Retail Formats: Retail Sales by ownership, On the basis of Merchandise offered, non- store Based retail mix & Non-traditional selling. Store Planning: Design & Layout, Location Planning and its importance, retailing image mix, Effective Retail Space Management, Floor Space Management.</p>	
<p>Unit-III: Retail Marketing: Advertising & Sales Promotion, Store Positioning, Retail Marketing. Mix, CRM, Advertising in Retailing. Retail Merchandising: Buying function, Markups & Markdown in merchandise management, shrinkage in Retail merchandise management. Merchandise Pricing: Concept of Merchandise Pricing, Pricing Options, Pricing Strategies, Pricing Objectives, Types of Pricing.</p>	
<p>Unit-IV: Retail Operation: Elements/Components of Retail Store Operation, Store Administration, Store Manager –Responsibilities, Inventory Management, Management of Receipts, Customer Service, Management of Retail Outlet/Store, Store Maintenance, Store Security.</p>	
<p>Text books:</p> <ul style="list-style-type: none"> • Cullen & Newman, "Retailing – Environment & Operations", Cengage Learning EMEA, 2002 • Berman & Evans, "Retail Management", Perntice Hall, 2007. 	

BBAM44: MARKETING OF SERVICES	3-1-0
<p>Course Objective: The course is designed to equip students with the knowledge of marketing of all types of services.</p> <p>Course Outcomes:</p> <p>BBAM44.1: demonstrate a comprehensive understanding of service marketing concepts, including intangibility, inseparability, variability, and perishability, by accurately explaining these concepts and their implications for designing effective marketing strategies for services.</p> <p>BBAM44.2: Apply service marketing strategies such as service blueprinting, service quality management, and customer relationship management (CRM) to effectively promote, deliver, and manage services, showcasing their ability to address the unique challenges and opportunities of marketing services.</p> <p>BBAM44.3: Evaluate the performance of service marketing initiatives by analyzing customer satisfaction, service quality, customer retention, and profitability metrics, using critical thinking to identify areas for improvement and develop actionable recommendations to enhance the marketing of services.</p>	
<p>Unit-I: The emergence of service economy: contributory factors, consumption pattern analysis, economic transformation unique aspects of services: goods, services, products, managerial challenges</p>	
<p>Unit-II: Marketing mix: concept of value and value drivers, extended framework Service marketing system: production, marketing, human resources, sequential analysis.</p>	
<p>Unit-III: Service system positioning: service delivery process, blueprinting Service buying behaviour; difference in perspective, risk analysis, decision process, Service marketing strategy; segmentation, targeting and positioning, market innovation Competitive differentiation; competitive advantage and value chain analysis</p>	
<p>Unit-IV: Service quality; concept, technical and functional quality, Service quality models and measurement Demand and supply imbalances management; challenges and strategies; Service culture; managing by values, recovery and empowerment; Relationship building: relationship marketing, bonding and life time value Service industries: insurance, banking, air transportation, courier, education etc.</p>	
<p>Text Books:</p> <ul style="list-style-type: none"> • R. P. Fisk, S. J. Grove, & J. John, "Interactive services marketing. New York. Houghton Mifflin, 2007. • R. Shanker, "Services Marketing: The Indian perspective", Excel Books, 2002. 	

BBAM42: INTERNATIONAL MARKETING	3-1-0
<p>Course Objective: The course aims to equip students with the knowledge and skills necessary to develop and implement international marketing strategies. Students will learn about market entry strategies, cultural considerations, global branding, and adaptation of marketing mix elements to effectively penetrate and compete in international markets.</p>	
<p>Course Outcomes:</p> <p>BBAM42.1: demonstrate a comprehensive understanding of various market entry strategies, such as exporting, licensing, joint ventures, and foreign direct investment (FDI), by accurately explaining the advantages, challenges, and considerations associated with each strategy in the context of international marketing.</p> <p>BBAM42.2: Analyze cultural factors and their impact on international marketing decisions, including consumer behavior, communication styles, values, norms, and cultural sensitivities, using critical thinking to develop culturally tailored marketing strategies for diverse global markets.</p> <p>BBAM42.3: Develop and implement global branding strategies, including brand positioning, messaging, and image management across different cultures and markets. Additionally, students will learn to adapt marketing mix elements such as product, price, promotion, and distribution channels to effectively penetrate and compete in international markets.</p>	
<p>Unit-I: Framework of international marketing. Intra firm & environmental factors, social cultural, economic, political & legal aspects, Difference between domestic marketing, International marketing, Definition & concept.</p>	
<p>Unit- II: Policy framework, Indian Trade Policy, Recent trends in Indian foreign trade, Basic steps in starting an export business – An overview of licensing regulations & Procedures.</p>	
<p>Unit-III: International Marketing Decisions - Product planning for export manufacturing firms & export houses. Identifying foreign markets, market research overseas. Market entry. Export pricing-International terms, payment terms. Distribution logistics for export, foreign sales agent selection & appointment. Promotion of products/ services abroad-overview, merchandising, Trade fairs/exhibition</p>	
<p>Unit: IV: Institutional infrastructure for export in India, Export Assistance, Introduction to Export documentation and procedures, framework, pre-shipment & post-shipment documents, Role of ITPO in export promotion, quality control & pre- shipment inspection, Labelling/packing, Marking of consignments, Marine/cargo insurance etc.</p>	
<p>Text books:</p> <ul style="list-style-type: none"> • Varshney & Bhattacharya, “International marketing management”, Sultan Chand & Sons, 2015 • W.J. Keegan, “Multinational Marketing Management”, Prentice Hall, 1974. 	

BBAM46: STRATEGY IMPLEMENTATION	3-0-2
<p>Course Objectives: This course provides an opportunity to understand and examine the various insights, context, and tools that managers use to implement key strategic initiatives. Students will learn that strategy implementation architecture spans across top management, middle management, and operational staff. Students will learn how organizational structure, people, leadership, processes, and monitoring systems are to be aligned with strategy to guide effective implementation.</p> <p>Course Outcomes: BBAM46.1: Identify the role of middle managers in the strategy implementation process BBAM46.2: Investigate role of structure in implementation BBAM46.3: Develop systems for monitoring execution.</p>	
<p>Unit-1: Introduction to Strategy Implementation/Implementation Tools: Interrelationship between formulation & implementation, Influence of key stakeholders on strategy formulation, Relevance of organizational capabilities for implementation, performance management systems, balanced score card, OKR, objectives and measures, resource allocation systems, Finance Vs operational control systems</p>	
<p>Unit-2: Aligning Strategy & Organizational Structure: Role of vision & mission: purposeful organization, Pervasive commitment, 7S framework, Relationship of Structure and Strategy, Mechanistic and Organic Structures, Dimensions of Structure, Functional Structure, Divisional Structure, Matrix Structure, Multinational/transnational structure, Project based structure, Strategy and structure fit. Systems – Planning Systems, Cultural Systems, Performance targeting Systems, Market Systems. Agility & Resilience, Configurations.</p>	
<p>Unit-3: Leadership and Strategic Change: Analyzing the change context, types of strategic changes, levers for strategic change, Right team configuration, Inspirational (affective leadership), using power in implementation, relevance of informal networks</p>	
<p>Unit-4: Communicating Strategy within the Organization: What to Communicate, How to Communicate, Strategic Consensus, Horizontal Communication, Collaboration and Self-Organizing Teams, Tools for Upward Communication, Making the Organization Comfortable with Sharing Bad News, Organizational Learning, Negotiations in problem solving. Managing Risk: Causes of resistance, Managing Resistance, Models for implementing new initiative, identifying risk, planning for risk mitigation.</p>	
<p>Text books: a) Contemporary Strategy Analysis 9th Edition. Robert Grant b) Strategic Management 3rd Edition. Frank T Rothaermel</p>	

BBAD21: INTRODUCTION TO PROGRAMMING USING PYTHON	3-0-2
<p>Course Objective: The course objective is to familiarize students with the concepts in Python programming. The course introduces Python's data structures, functions and important libraries so as to equip students to create programs for data manipulation.</p> <p>Course Outcomes:</p> <p>BBAD21.1: Develop an understanding of the fundamentals of programming, including variables, data types, conditional statements, loops, functions, and objects.</p> <p>BBAD21.2: Master the basics of the Python programming language, including syntax, data structures, and control flow.</p> <p>BBAD21.3: Write efficient and well-organised programs in Python to solve computational problems.</p>	
<p>Unit-I: Introduction to Python programming: Interactive mode and script mode, structure of a program, script execution, debugging-errors, comments and error messages. Identifiers, keywords, constants, variables, data types and assignments. Arithmetic operators and expressions, relational operators, conditions and logical operators, operator precedence. Input and output statements, control structures: if-else, loops, break and continue statements. Introduction to in-built functions: invoking functions. Handling missing data values: isnull, notnull.</p>	
<p>Unit-II: Python data structures (strings, lists, tuples and dictionary): Strings: initialize strings, subscript operator, access elements, string operations, built-in string functions and methods, slicing a string, escape sequences. Lists: concepts of mutable lists, list operations: create, initialize, access, traverse, append/insert new elements, search, sort, replace, removing elements; inbuilt list functions and methods, list comprehensions. Tuples: concepts of immutable tuples, tuple operations: create, initialize, access elements; tuple assignment, slicing, and indexing. Dictionary: concept of key-value pair, literals, operations: create, initialize, access, traverse, append, add and remove keys, dictionary functions and methods.</p>	
<p>Unit-III: Writing user defined functions: Introduction to user-defined functions: parameters, scope of variables, passing parameters, void functions, functions returning values, invoking functions, lambda function, passing list, tuple dictionary as function parameters.</p>	
<p>Unit-IV: Working with Python libraries: Introduction to python libraries: NumPy, Pandas, Matplotlib, importing libraries. Data visualization using Matplotlib library, plotting graphs: line plot, bar chart, scatter plot. NumPy and Pandas datatypes, basic operations: create, access, slice, add and remove, reshape, indexing.</p>	
<p>Text books</p> <ul style="list-style-type: none"> • Mckinney, W. (2017). Python for Data Analysis. Second edition, O'reilly (SPD) • VanderPlas, J. (2016). Python Data Science Handbook: Essential Tools for Working with Data. Second edition, O'reilly (SPD). • Guttag, J. V. (2013). Introduction to computation and programming using Python. MIT Press. • Liang, Y. D. (2013). Introduction to Programming using Python. Pearson. 	

BBAD22: DATABASE MANAGEMENT SYSTEMS	3-0-2
<p>Course Objective: The course objectives for a Database Management Systems (DBMS) course are to provide students with a solid foundation in the theory and practice of database management systems. The course aims to introduce students to the basic concepts of database management systems, including data models, data normalization, and relational algebra. Students will be taught how to design and implement databases using Structured Query Language (SQL).</p> <p>Course Outcomes:</p> <p>BBAD22.1: Understand the fundamentals of database systems, including data models, data normalization, and relational algebra.</p> <p>BBAD22.2: Understand the role of database management systems in modern organizations and their impact on data-driven decision making.</p> <p>BBAD22.3: Develop the ability to design and implement database applications using a modern database management system.</p>	
<p>Unit-I: Introduction: Database system concepts and its architecture, Data models schema and instances, Data independence and database language and interface, Data definition languages, DML. Database Structure.</p>	
<p>Unit-II: Data modelling using Entity Relationship Model: E.R. model concept, notation for ER diagrams mapping constraints, Keys, Concept of super key, candidate key, primary key generalizations, Aggregation, reducing ER diagrams to tables, extended ER model.</p>	
<p>Unit-III: Relational Data Model and Language: Relational data model concepts, integrity constraints, Keys domain constraints, referential integrity, assertions, triggers, foreign key relational algebra and relational calculus, SQL data definition queries and updates in SQL.3. Data Base Design: Functional dependencies, normal forms, 1NF, 2NF, 3NF and BCNF, multi-valued dependencies and fourth normal form.</p>	
<p>Unit-IV: Transaction processing concepts: Transaction processing system, schedule and recoverability, Testing of serializability, Serializability of schedules, conflict & view serializable schedule, recovery from transaction failures, and Concurrency Control.</p>	
<p>Text books</p> <ul style="list-style-type: none"> • Elmasri, Navathe, "Fundamentals of Database systems", Addison Wesley • Korth, Silbertz, Sudarshan, "Data base concepts", McGraw-Hill. • Ramakrishna, Gehkre, "Database Management System", McGraw-Hill • Sumathi S. & Esakkirajan S. (2007) Fundamentals of Relational Database Management Systems, Springer 	

BBAD31: PREDICTIVE MODELING	3-0-2
<p>Course Objective: This course aims to equip participants with the knowledge and skills necessary to develop, evaluate, and deploy predictive models for various applications.</p> <p>Course Outcomes:</p> <p>BBAD31.1: Understand the correct framework of predictive modeling process which involves data preparation, model development, hypothesis testing and model evaluation.</p> <p>BBAD31.2: Understand the usage of large volume data by extracting useful information and patterns and provide predictive insights.</p> <p>BBAD31.3: Build ability among students to understand and apply specific statistical and predictive analysis methods applicable to real life scenario.</p>	
<p>Unit-I: Introduction: Theory: Types and techniques of Predictive Analytics, Regression models vs Classification Models, Key ingredients of predictive models, Application of Predictive Analytics in Manufacturing, Health, Telecommunication, Supply Chain, Information Technology etc. Practical: Building Statistical Models, Getting Started: The Data Editor, Importing Data, The SPSS Viewer, Exporting SPSS Output, The Syntax Editor, Saving Files, Retrieving A File, The SPSS Chart Builder: Histograms, Boxplots (Box-Whisker Diagrams), Graphing Means: Bar Charts and Error Bars, Line Charts, Graphing Relationships: The Scatterplot, Editing Graphs.</p>	
<p>Unit-II: Data Preparation & Statistical Tests: Theory: Analyzing the metric data: Measures of central tendency, measures of dispersion, data distribution, histogram analysis, outlier analysis, correlation analysis, Introduction to Dimension reduction using Factor Analysis Statistics. Principal Component Analysis. Practical: Frequency Command, Descriptive Command, Cross Tabulation, Correlation Analysis Using SPSS, Bivariate Correlation, Factor Analysis through SPSS</p>	
<p>Unit-III: Model Development and Model Evaluation: Model Development: Data partition, Attribute reduction, model construction, model validation, hypothesis testing, results interpretation, Cross-validation Model Evaluation: Performance measures for categorical dependent variable: Precision, Recall, F-score, Performance measures for continuous dependent variables: Mean Relative Error, Mean Absolute Relative Error</p>	
<p>Unit-IV: Regression and Classification Model Estimation: Theory: Simple Linear Regression: Ordinary Least Squares Estimation, Assumptions of residual analysis, Coefficient of Determination Multiple Regression: Adding a Term to a Simple Linear Regression Model, Explaining Variability, Residual Analysis for Multiple regression, Coefficient of Multiple Determination, Adjusted R-Square, Autocorrelation, Binary Logistic Models and its Interpretation & applications Practical: Regression Using SPSS: One Predictor, Regression with Several Predictors, Classification using SPSS: Binary Logistic model with several predictors</p>	
<p>Text books</p> <ul style="list-style-type: none"> • Kuhn, M. and Johnson, K. (2013). Applied Predictive Modelling, Springer Verlag. • Weisberg, S. (2014). Applied Linear Regression, Wiley, Fourth Edition. • Malhotra, R. (2016). Empirical Research in Software Engineering: Concepts, Analysis & Applications, CRC press. • Field, A. (2013), Discovering Statistics using IBM SPSS Statistics, Sage Publications, Fourth Edition. 	

BBAD32: DATA WAREHOUSING AND DATA MINING	4-0-0
<p>Course Objectives: A course on Data Warehousing and Data Mining aims to equip students with the necessary knowledge and skills to manage and analyze large datasets in real-world applications. The course covers the fundamentals of data warehousing, including data modelling, design, ETL process, querying and reporting. In addition, the course provides an introduction to data mining.</p> <p>Course Outcomes:</p> <p>BBAD32.1: Learn data modelling techniques, including dimensional modeling and normalized and denormalized data models.</p> <p>BBAD32.2: Be able to design and implement a data warehouse, including choosing a platform, planning the design, and designing the ETL process.</p> <p>BBAD32.3: Gain an introduction to data mining, including techniques, algorithms, and evaluation of data mining models.</p>	
<p>Unit-I: Introduction to Data Warehouse: Decision support systems, History of Decision-Support Systems, Operational Versus Decision-Support Systems, Data Warehousing—The Only Viable Solution, Data Warehouse Defined, Concept for Information Delivery, Architecture of a data warehouse, Data Warehouse: The Building Blocks, Defining Features, Data Warehouses and Data Marts, Overview of ETL (Extract Transform Load) process.</p>	
<p>Unit-II: Data Modelling for Data Warehousing: Defining the Business Requirements, Dimensional modelling: star schema and snowflake schema, Hierarchies and levels in data modelling, Facts and measures in data modelling, Comparison of normalized and denormalized data models, Data Warehouse Design, choosing a data warehouse platform, Planning the data warehouse design.</p>	
<p>Unit-III: ETL (Extract, Transform, Load) Process: Extracting data from source systems, Data cleansing and data transformation, Loading data into the data warehouse, ETL performance tuning and optimization, Data Warehouse Querying and Reporting, OLAP (Online Analytical Processing) concepts, Multidimensional data analysis.</p>	
<p>Unit-IV: Data Mining: Definition and objectives of data mining, Data mining techniques and algorithms, Data pre-processing, Evaluation of data mining models, Major Data Mining Techniques, Data Mining Applications.</p>	
<p>Text books</p> <ul style="list-style-type: none"> • Data Warehousing Fundamentals: A Comprehensive Guide for IT Professionals, by Paulraj Ponniah. • Data Mining: Concepts and Techniques, Jiawei Han, Micheline Kamber, and Jian Pei. • Building a Data Warehouse: With Examples in SQL Server, Vincent Rainardi. • Introduction to Data Mining, Pang-Ning Tan, Michael Steinbach, and Vipin Kumar. 	

BBD41: MACHINE LEARNING	4-0-0
<p>Course Objectives: The objective of the course is to learn what machine learning is and how it is related to data analysis and statistics. The course will impart knowledge on how various machine learning algorithms search for data patterns which can be used to make decisions and predictions for practical problem solving.</p> <p>Course Outcomes:</p> <p>BBD41.1: Use machine learning concepts to solve practical problems.</p> <p>BBD41.2: Understand the functioning and applications of some popular machine learning algorithms.</p> <p>BBD41.3: Understand the concepts of supervised, unsupervised and reinforcement learning.</p>	
<p>Unit-I: Introduction to Machine Learning: Learning Issues, Designing a learning system, perspectives & issues in machine learning, concept learning and general to specific ordering. Overview of different tasks: classification, regression, clustering.</p>	
<p>Unit-II: Decision Trees and Artificial Neural Networks: Decision Trees: Introduction, Tree representation, Appropriate problems, Hypothesis space search, inductive bias, rule-based learning, class-based and rule-based ordering, sequential covering algorithm Artificial Neural Networks: Introduction, Network representation, appropriate problems, perceptron, back-propagation, Support Vector Machine, Introduction to imbalanced learning, dealing with imbalanced data problem, oversampling, Under sampling, Synthetic Minority Oversampling Technique.</p>	
<p>Unit-III: Bayesian and Ensemble Learners: Bayesian learners: Introduction, Bayes theorem and concept learning, maximum likelihood and least-squared error hypothesis, maximum likelihood hypothesis for predicting probabilities, minimum description length principle, Ensemble learners: AdaBoost, Bootstrap Aggregation, Random Forest.</p>	
<p>Unit-IV: Unsupervised and Reinforcement Learning: Introduction to unsupervised learning, clustering & Association, k-nearest neighbour learning, Association rule mining, Multilevel association rules, Apriori algorithm, Q learning, non-deterministic rewards & actions, temporal difference learning.</p>	
<p>Text books</p> <ul style="list-style-type: none"> • Mitchell, T. (2013), Machine Learning, McGraw Hill. • I.H. Witten & E. Frank (2005), Data Mining: Practical Machine Learning Tools & Techniques, Elsevier, Second Edition. • Murphy, K.P. (2012), Machine Learning: A probabilistic perspective, MIT Press. • Mohri, M., Rostamizadeh, A. and Talwalkar, A. (2012), Foundations of Machine Learning, MIT Press. • Harrington, P. (2012), Machine Learning in Action, Dreamtech Press. 	

BBD42: INTRODUCTION TO BIG DATA SYSTEMS	4-0-0
<p>Course Objectives: A course on Big Data aims to equip students with the necessary knowledge and skills to work with large-scale datasets. The course covers the basics of Big Data and its significance in today's world, as well as the fundamentals of distributed systems and data storage. Overall, the course objective is to provide students with a comprehensive understanding of Big Data systems and the skills needed to succeed in the rapidly growing field of data science.</p> <p>Course Outcomes:</p> <p>BBD42.1: Discuss Big Data and its Business Implications.</p> <p>BBD42.2: Understand components of Hadoop and Hadoop Eco-System</p> <p>BBD42.3: Explain the map reduce framework</p>	
<p>Unit-I: Introduction to Big Data: Nuances of big data – Value – Issues – Case for Big data – Big data options Team challenge – Big data sources – Acquisition – Nuts and Bolts of Big data. Features of Big Data - Security, Compliance, auditing and protection - Evolution of Big data – Best Practices for Big data Analytics - Big data characteristics - Volume, Veracity, Velocity, Variety.</p>	
<p>Unit-II: Data Analysis: Evolution of analytic scalability – Convergence – parallel processing systems – enterprise analytic sand box – analytic data sets – Analytic methods Analysis approaches – Statistical significance – business approaches – Analytic innovation – Traditional approaches – Iterative</p>	
<p>Unit-III: Stream Computing: Introduction to Streams Concepts – Stream data model and architecture - Stream Computing, Sampling data in a stream – Filtering streams – Counting distinct elements in a stream–Estimating moments.</p>	
<p>Unit-IV: Frameworks and Applications: Map Reduce Framework - Hadoop – Hive - – Sharding – NoSQL Databases - S3 – Hadoop, Distributed file systems – Hbase – Impala.</p>	
<p>Text books</p> <ul style="list-style-type: none"> • Ohlhorst, F.J. (2013), Big Data Analytics: Turning Big Data into Big Money, Wiley and SAS Business Series. • Franks, B. (2012), Taming the Big Data Tidal Wave: Finding Opportunities in Huge • Data Streams with Advanced Analytics, Wiley and SAS Business Series • Rajaraman, A. & Ullman, J.D. (2014), Mining of Massive Datasets, Cambridge University Press. • Rungta, K. (2016), LearnHadoop in 1 Day: Master Big Data with this complete Guide, Amazon Digital. 	

BBAD44: DECISION ANALYSIS AND TECHNIQUES	4-0-0
<p>Course Objectives: This course is designed to equip participants with the knowledge and skills necessary for effective decision-making in complex and uncertain situations.</p> <p>Course Outcomes:</p> <p>BBAD44.1: Understand the concepts of multiple-criteria decision making and its applications in real- world problems</p> <p>BBAD44.2: Offer the students an integral and systematic view of various concepts and techniques like Linear Programming, Assignment & Transportation Problem</p> <p>BBAD44.3: Apply theoretical & Practical workings of various techniques like; AHP, TOPSIS for ranking and selection</p>	
<p>Unit-I: Introduction to Linear programming Problems (LPP): Problem formulation, Solution through graphical and simplex method, Sensitivity Analysis, Applications of LPP in improving the quality of managerial decisions</p>	
<p>Unit-II: Introduction to Multiple-Criteria decision making (MCDM) techniques: Introduction to structured decision making, categories of MCDM problems, Estimation of weights: Normalization Methods, Rating Methods, Analytic hierarchy process (AHP) for ranking and weighting information using eigen vector method and approximation methods, Solution of AHP through Excel & applications of AHP in business.</p>	
<p>Unit-III: Special type of LPP: Transportation Problem: Formulation and solution through Vogel's Approximation method & MODI method, applications of transportation problems Assignment Problems: Formulation and solution through Hungarian Method, Applications of assignment problems</p>	
<p>Unit-IV: Distance based MCDM method: Ranking and weighting information using 'Technique for order of preference by similarity to ideal solution' (TOPSIS) method, Solution of TOPSIS through Excel & its applications</p>	
<p>Text books</p> <ul style="list-style-type: none"> • Po-Lung Yu (2012) Multiple-Criteria Decision Making: Concepts, Techniques, and Extensions: Springer • Tzeng, G.-H., & Huang, J.-J. (2011). Multiple attribute decision making: methods and applications. Florida: CRC Press. • Cooper, W. W., Seiford, L. M., & Tone, K. (2007). Data envelopment analysis: a comprehensive text with models, applications, references and DEA-solver software. New York: Springer. 	

BBAE21: PRINCIPLES OF MICROECONOMICS	3-1-0
<p>Course Objectives: The course aims to provide students with a comprehensive understanding of foundational microeconomic principles and concepts. Throughout the course, students will explore topics such as scarcity and choice, demand and supply dynamics, elasticity, consumer theory, production and costs, and perfect competition.</p>	
<p>Course Outcomes:</p>	
<p>BBAE21.1: Identify and list the key principles and concepts of microeconomics, including scarcity, opportunity cost, supply and demand, elasticity, consumer theory, production and costs, and perfect competition</p>	
<p>BBAE21.2: Describe the effects of changes in supply and demand on market equilibrium, utilizing the concept of elasticity to analyse the responsiveness of quantity demanded or supplied to price changes</p>	
<p>BBAE21.3: Differentiate production processes and costs, evaluating the behaviour of profit-maximizing firms, the relationship between production inputs and outputs, and the impact of scale economies and diseconomies on costs</p>	
<p>Unit-I: Introduction: Problem of scarcity and choice: scarcity, choice and opportunity cost; production possibility frontier; economic systems. Demand and supply: law of demand, determinants of demand, shifts of demand versus movements along a demand curve, market demand, law of supply, determinants of supply, shifts of supply versus movements along a supply curve, market supply, market equilibrium. Applications of demand and supply: price rationing, price floors, consumer surplus, producer surplus. Elasticity: price elasticity of demand, calculating elasticity, determinants of price elasticity, other elasticities.</p>	
<p>Unit-II: Consumer Theory: Budget constraint, concept of utility, diminishing marginal utility, Diamond-water paradox, income and substitution effects; consumer choice: indifference curves, derivation of demand curve from indifference curve and budget constraint</p>	
<p>Unit-III: Production and Costs: Production: behaviour of profit maximising firms, production process, production functions, law of variable proportions, choice of technology, isoquant and iso-cost lines, cost minimizing equilibrium condition. Costs: costs in the short run, costs in the long run, revenue and profit maximization, minimizing losses, short run industry supply curve, economies and diseconomies of scale, long run adjustments</p>	
<p>Unit-IV: Perfect Competition: Assumptions: theory of a firm under perfect competition, demand and revenue; equilibrium of the firm in the short run and long run; long run industry supply curve: increasing, decreasing and constant cost industries. Welfare: allocative efficiency under perfect competition</p>	
<p>Text books</p> <ul style="list-style-type: none"> • Bernheim, B., Whinston, M. (2009). Microeconomics. Tata McGraw-Hill • Case, K., Fair, R. (2007). Principles of economics, 8th ed. Pearson Education • Mankiw, N. (2007). Economics: Principles and applications, 4th ed. South Western 	

BBAE22: PRINCIPLES OF MACROECONOMICS	3-1-0
<p>Course Objectives: The course covers essential macroeconomic concepts and aims to provide students with a comprehensive understanding of the functioning of the economy as a whole. The course begins with an introduction to macroeconomics, emphasizing its significance and exploring the basic issues studied in this field.</p> <p>Course Outcomes:</p> <p>BBAE22.1: Describe the factors that determine national income, including the concepts of GDP and national income measurement</p> <p>BBAE22.2: Analyse and solve problems related to national income determination, including the role of aggregate expenditure, consumption and investment functions, and the equilibrium GDP.</p> <p>BBAE22.3: Justify the impact of fiscal policy on the economy, including changes in government expenditure and taxes</p>	
<p>Unit-I: Introduction to Macroeconomics: Concept and Significance of Macroeconomics; Basic issues studied in macroeconomics</p>	
<p>Unit-II: National Income Accounting: Concepts of GDP and National Income; measurement of national income and related aggregates; nominal and real income; limitations of the GDP concept Determination of GDP: Actual and potential GDP; aggregate expenditure; consumption function; investment function; equilibrium GDP; concepts of MPS, APS, MPC, APC; autonomous expenditure; Concept of multiplier</p>	
<p>Unit-III: National Income Determination in an Open Economy with Government: Fiscal Policy: impact of changes in government expenditure and taxes; net exports function; net exports and equilibrium national income</p>	
<p>Unit-IV: Money in a Modern Economy: Concept of money in a modern economy; monetary aggregates; demand for money; quantity theory of money; liquidity preference and rate of interest; money supply and credit creation; monetary policy</p>	
<p>Text books</p> <ul style="list-style-type: none"> • Abel, A., Bernanke, B. (2016). Macroeconomics, 9th ed. Pearson Education. • Blanchard, O. (2018). Macroeconomics, 7th ed. Pearson Education. • Dornbusch, R., Fischer, S., Startz, R. (2018). Macroeconomics, 12th ed. McGraw-Hill. • Jones, C. (2016). Macroeconomics, 4th ed. W. W. Norton. 	

BBAE31: INTERMEDIATE MICROECONOMICS	3-1-0
<p>Course Objectives: Building upon the foundation established in the Principles of Microeconomics course, this course serves as a sequel, focusing on the exploration of various market imperfections and failures, as well as the dynamics of input demand, factor incomes, and international trade.</p> <p>Course Outcomes:</p> <p>BBAE31.1: Identify and list different market structures, including monopoly, monopolistic competition, and oligopoly, understanding their characteristics, price and output decisions, and the social cost of monopoly</p> <p>BBAE31.2: Predict and describe the short-run and long-run price and output determinations of monopoly firms, understanding the concept of a supply curve under monopoly</p> <p>BBAE31.3: Analyse the price discrimination strategies employed by monopolies and evaluate the effectiveness of remedies such as antitrust laws and natural monopoly regulation.</p>	
<p>Unit-I: Market Structures: Concept of imperfect competition; short run and long run price and output decisions of a monopoly firm; concept of a supply curve under monopoly; comparison of perfect competition and monopoly, social cost of monopoly, price discrimination; remedies for monopoly: Antitrust laws, natural monopoly, Monopolistic competition: Assumptions, Short Run and Long Run price and output determinations under monopolistic competition, economic efficiency and resource allocation; oligopoly: assumptions, oligopoly models, game theory, contestable markets, role of government.</p>	
<p>Unit-II: Market Failures: Market adjustment to changes in demand, efficiency of perfect competition; sources of market failure: imperfect markets, public goods, externalities, imperfect information; evaluating the market mechanism</p>	
<p>Unit-III: Income Distribution and Factor Pricing: Input markets: demand for inputs; labour markets, land markets, profit maximization condition in input markets, input demand curves, distribution of Income</p>	
<p>Unit-IV: International Trade: Absolute advantage, comparative advantage, terms of trade, sources of comparative advantage, trade barriers, free trade/ protectionism</p>	
<p>Text books</p> <ul style="list-style-type: none"> • Bernheim, B., Whinston, M. (2009). Microeconomics. Tata McGraw-Hill. • Case, K., Fair, R. (2007). Principles of economics, 8th ed. Pearson Education. • Mankiw, N. (2007). Economics: Principles and applications, 4th ed. South Western 	

BBAE32: INTERMEDIATE MACROECONOMICS	3-1-0
<p>Course Objectives: The primary objective of this course is to equip students with an analytical framework that enables them to comprehend the fundamental operations of the macroeconomy. By the end of the course, students will be able to critically evaluate and provide insightful commentary on the effectiveness of various economic policies.</p> <p>Course Outcomes:</p> <p>BBAE32.1: Analyse, describe, and differentiate between the short-run and long-run dynamics of GDP and price levels, considering the concepts of aggregate demand and aggregate supply.</p> <p>BBAE32.2: Analyse and predict the relationship between inflation and unemployment</p> <p>BBAE32.3: Demonstrate an understanding of the balance of payments, including the current account and capital account</p>	
<p>Unit-I: IS-LM Analysis: Derivations of the IS and LM functions; IS-LM and aggregate demand; shifts in the AD curve.</p>	
<p>Unit-II: GDP and Price Level in Short Run and Long Run: Aggregate demand and aggregate supply; multiplier analysis with AD curve and changes in price levels; aggregate supply in the Short-Run and Long-Run.</p>	
<p>Unit-III: Inflation and Unemployment: Concept of inflation; determinants of inflation; relationship between inflation and unemployment: Phillips Curve in short run and long run</p>	
<p>Unit-IV: Balance of Payments and Exchange Rate: Balance of payments: current account and capital account; market for foreign exchange; determination of exchange rate</p>	
<p>Text books</p> <ul style="list-style-type: none"> • Abel, A., Bernanke, B. (2016). Macroeconomics, 9th ed. Pearson Education. • Blanchard, O. (2018). Macroeconomics, 7th ed. Pearson Education. • Dornbusch, R., Fischer, S., Startz, R. (2018). Macroeconomics, 12th ed. McGraw-Hill. • Jones, C. (2016). Macroeconomics, 4th ed. W. W. Norton. • Mankiw, N. (2016). Macroeconomics, 9th ed. Worth Publishers. 	

BBAE41: INTRODUCTORY ECONOMETRICS	3-1-0
<p>Course Objectives: The course aims to equip students with the necessary skills and knowledge to understand and apply regression analysis in empirical economic research. The course will start with a discussion on the meaning and significance of regression analysis, distinguishing it from correlation and causation.</p> <p>Course Outcomes:</p> <p>BBAE41.1: Construct econometric models to analyse problems in the fields of business and economics</p> <p>BBAE41.2: Demonstrate the use of regression analysis for understanding relationship among variables</p> <p>BBAE41.3: Identify the violations of key classical assumptions in single and multiple regressions and modify the regression models to address them</p>	
<p>Unit-I: Simple Linear Regression Model: Meaning and Significance of Regression Analysis; Regression versus Correlation and Causation; Classical Linear Regression Model; Estimation of Models by the Method of Ordinary Least Squares; Properties of Estimators; Goodness of Fit; Gauss Markov Theorem</p>	
<p>Unit-II: Multiple Regression Model: Estimation of Parameters in the Three-Variable Model; Properties of OLS estimators; Goodness of fit- R^2 and Adjusted R^2; Partial regression coefficients; Hypothesis Testing in Multiple Regression Model.</p>	
<p>Unit-III: Relaxing the Assumptions of the Classical Linear Regression Model: Consequences, Detection and Remedies: Multicollinearity; Heteroscedasticity; Autocorrelation; Specification Analysis - Omission of a Relevant Variable; Inclusion of Irrelevant variable; Tests of Specification</p>	
<p>Unit-IV: Dummy Variable Regression Models: Meaning and Use of Dummy Variables in Regression; Intercept Dummy Variables; Slope Dummy Variables; Interaction Effect</p>	
<p>Text books</p> <ul style="list-style-type: none"> • D. Gujarati, D. Porter and S. Gunasekar, “Basic Econometrics”, 5th ed., McGraw Hill, 2011. • C. Dougherty, “Introductory Econometrics”, 4th ed., Oxford University Press, 2011. 	

BBAE43: INDIAN ECONOMY	3-1-0
<p>Course Objectives: The course aims to provide students with a comprehensive understanding of the economic landscape of India. Through various topics covered, students will explore the nature of the Indian economy and the reasons behind its underdevelopment, as well as the determinants and importance of economic development.</p> <p>Course Outcomes:</p> <p>BBAE43.1: Identify and describe the key features of the Indian economy, including its underdevelopment, determinants of development, and the role of economic planning.</p> <p>BBAE43.2: Analyse the demographic features of the Indian population, such as size, growth, and its impact on economic development.</p> <p>BBAE43.3: Describe the implications of regional imbalances on economic development in India, and propose potential solutions to address these imbalances.</p>	
<p>Unit-I: Nature of Indian Economy: The need for economic development, causes of underdevelopment, determinants of development, National Income of India-estimates and interregional variations, Economic Planning- Importance for Economic development, Salient features of India's five years plans: priorities, targets, achievements, failures, factors affecting successful implementations of plans. NITI Aayog (National Institution for Transforming India). Economic Reforms; Privatization, Liberalization and Globalization</p>	
<p>Unit-II: Human Resources and Economic Development: Demographic Features of Indian population, size and growth of population and economic development. Problem of over population. Human development Index. Unemployment problem in India; Problem of Poverty, Regional imbalances.</p>	
<p>Unit-III: Industrialization and Agriculture: Industrialization: Growth and problems of major industries-Iron and Steel, Cotton Textiles, Cement, Sugar and Petroleum. Industrial policy. Small scale industries-Problems and policy, Foreign Investment, Agriculture: Growth; productivity; agrarian structure and technology; capital formation; trade; pricing and procurement</p>	
<p>Unit-IV: Indian Finance System: Commercial banking in India, role of the Reserve Bank of India, inflation targeting, Parallel Economy, India's foreign trade and balance of payment, mobilization of resources for development</p>	
<p>Text books</p> <ul style="list-style-type: none"> • K. Mishra and V.K. Puri, "Indian economy", Himalaya Publishing House, 2018 edition • R. Datt, and K.P.M. Sundhram, "Indian Economy", Sultan Chand & Sons, 2016 edition below • I.C. Dhingra, "Indian Economy", Sultan Chand & Sons, 2014. • R. Singh, "Indian Economy", McGraw Hill Education, 2015. • N. Banik, "The Indian Economy: A Macroeconomic Perspective", Sage India Publisher, 2015. • U. Kapila, "Indian Economy: Performance and policies", Academic Foundation, 2019 	

BBAE42: DEVELOPMENT ECONOMICS	3-1-0
<p>Course Objectives: The course aims to provide students with a comprehensive understanding of the concepts, theories, and determinants of growth and development. Students will be able to identify and describe different approaches to growth and development, including their historical evolution and key indicators.</p> <p>Course Outcomes:</p> <p>BBAE42.1: Compare and differentiate between various theories of under-development, such as the vicious circle of poverty, dualism, and balanced growth</p> <p>BBAE42.2: Analyse the impact of different factors, including capital, agriculture, industry, and policies, on the development of countries</p> <p>BBAE42.3: Compare the roles of the state and markets in promoting development, examining their strengths, weaknesses, and potential synergies</p>	
<p>Unit-I: Growth and Development: Growth and Development--Meaning, Evolution and Approaches, Determinants of Growth, Indicators, Linkages. Human Development--Approach and Indicators. Sustainable Development-Concept, Operational Rules and Indicators. Growth Models- Classical, Neo-Classical, Harrod-Domar.</p>	
<p>Unit-II: Under-Development Determinants and Theories: Under-Development Meaning, Determinants and Indicators, Partial Theories of Growth and Development-Vicious Circle of Poverty, Circular Causation, Unlimited Supply of Labour, Big Push, Balanced Growth, Critical Minimum Effort Thesis, Low Income Equilibrium Trap, Dualism-Technical, Behavioral and Social. Characteristics of Developing Countries.</p>	
<p>Unit-III: Determinants of Development: State and Markets; Capital-Human, Natural and Social and Manmade, Agriculture Industry and Services; Physical Infrastructure, Policies, Planning and Development Administration, Research and Development and Technology, Non-Economic Factors.</p>	
<p>Unit-IV: Environment and Sustainable Development: Environment and Sustainable Development: Defining sustainability for renewable resources; a brief history of environmental change; common-pool resources; environmental externalities and state regulation of the environment; economic activity and climate change.</p>	
<p>Text books</p> <ul style="list-style-type: none"> • Adelman, I. (1961), Theories of Economic Growth and Development, Stanford University, Stanford. • Aghion, P. and Peter Howit (2011), Economics of Growth, PHI Learning Pvt. Ltd., New Delhi. • Behrman, S. and T. N. Srinivasan (1995), Handbook of Development Economics, Vol. 1 to 3, Elsevire, Amsterdam. • Chari, Sharad and Stauro Corbridge (2008), The Development Reader, Routledge London. • Ghatak, S. (1986), An Introduction to Development Economics, Allen and Unwin, London. 	

BBAE44: INTERNATIONAL ECONOMICS	3-1-0
<p>Course Objectives: The course aims to provide students with a comprehensive understanding of the concepts, theories, and determinants of growth and development. Students will be able to identify and describe different approaches to growth and development, including their historical evolution and key indicators.</p> <p>Course Outcomes:</p> <p>BBAE44.1: Compare and differentiate between various theories of under-development, such as the vicious circle of poverty, dualism, and balanced growth</p> <p>BBAE44.2: Analyse the impact of different factors, including capital, agriculture, industry, and policies, on the development of countries</p> <p>BBAE44.3: Compare the roles of the state and markets in promoting development, examining their strengths, weaknesses, and potential synergies</p>	
<p>Unit-I: Introduction: Need for separate Theory of International Trade. Concepts of Opportunity Cost, Production possibility Curve, Offer Curves, Terms of Trade, Pure Theory of International Trade: Ricardian Theory of Comparative Advantage, Heckscher-Ohlin Trade Theory.</p>	
<p>Unit-II: Trade Policy: Gains from Free Trade, Protectionism versus Free Trade, Tariff Quota and Import substitution and Export Promotion, Prebisch-Singer Hypothesis, GATT/WTO and UNCTAD.</p>	
<p>Unit-III: International Monetary System: Balance of payments and its components, Exchange Rate Determination, System of Fixed and Floating Exchange Rates, Disequilibrium in the Balance of Payments, Adjustment Mechanism, IMF Bretton wood, Monetary System, World Bank (IBRD).</p>	
<p>Unit-IV: India and the World Economy: Patterns (Structure) of India's Foreign Trade - Volume, Trends, Composition, Direction, etc., Export Performance and Export Competitiveness. India's Trade Policy: Review of Pre- and Post-Liberalization - Exim Policies, Export Promotion Policies, SEZs; Tariff Structure, RTAs and FTAs. India and WTO: Uruguay Round, Highlights of Ministerial Meetings: Singapore to Hong Kong, Concerns of Advanced Countries (Acs) and Developing Countries (Dcs), the Doha Development Agenda (DDA) and Concerns of India. Effects of Trade (Liberalization and Globalization) on Poverty, Inequality, Environment, Gender, Labour Standards, Technological Transfers Etc.</p>	
<p>Text books</p> <ul style="list-style-type: none"> • Salvatore, Dominick, International Economics, 6th Edition (1998) Prentice Hall, 7th and 8th Editions (2001 and 2004) John Wiley & Sons. • Sodersten, Bo and Reed, G. (1994), International Economics, Macmillan Press Ltd. London • Sawyer, W.C. and Sprinkle R.L. (2003), International Economics, Prentice-Hall of India, New Delhi. • Krugman P.R. and Obstfeld D. (1994), International Economics: Theory and Policy. Third Edition. Harper Collins. New York • Caves, Jones and Frankel (1999), World Trade and Payments, 8th Edition, Addison Wesley. 	

BBAE46: INDIA'S DIVERSITY	3-1-0
<p>Course Objective: The objective of the paper is to understand the bases of India's diversity and its linkages with the people, livelihood, occupational diversity and socio-economic challenges. Further, it aims at understanding the diversity and its implications for the business.</p> <p>Course Outcomes:</p> <p>BBAE46.1: Understand, recognize and appreciate the diversity in India</p> <p>BBAE46.2: Comprehend the linkage between diversity and socio-economic challenges</p> <p>BBAE46.3: Identify business opportunities amid Indian diversity</p>	
<p>Unit-1: Recognizing, Accommodating and valuing diversity - Challenges and dilemmas posed by diversity and drive for homogenization; Sources of dilemma and tension—immigration, competition for limited resources; - Regional bases of India's diversity: regional approach to understanding diversity in terms of India's topography, drainage, soil, climate, natural vegetation, rural and urban settlements - Social diversity in India: Peopling, demography, languages, castes, ethnicity, religions, sects, family, kinship and social institutions; socio-cultural regions.</p>	
<p>Unit-2: People, Livelihood and Occupational Diversity - Traditional livelihoods and their nature - agriculture, crafts, industry and services; - Region, occupation and employment</p>	
<p>Unit-3: Linkages between Diversity and India's Socio-economic challenges - Regional variations in terms of geographic and socio-economic factors- trends and emerging options; - Food insecurity, economic inequalities and poverty, environmental degradation and sustainable development.</p>	
<p>Unit 4: Diversity and Business - Indian Consumers and marketing; Rural and Urban context, Diversity, manufacturing, industry and services; - Diversity and Innovation; - Workforce diversity and management</p>	
<p>Text Books:</p> <ul style="list-style-type: none"> • A.R. Desai, "Rural Sociology in India", Popular Prakashan Ltd., 2011. • V.K. Kaul, "Innovation Revolution: Harnessing India's Diversity", Yojana, November 2014. • V.K. Kaul, "India's Diversity: From Conflict to Innovation", Social Science and Human Research, June 2014. • V. K. Kaul, "India's Diversity and Globalisation: Unifying Forces and Innovation", Social Science and Research Network, June 2014. • F. Martin-Alcazar, P.M. Romero-Fernandez, G. SanchezGardy, "Transforming Human Resource Management Systems to Cope with Diversity, Journal of Business Ethics, 2012, vol. 107, pp. 511-531. • N. Grover, "Cultural Geography: Form and Process", Concept Publishing Company, 2004. • D. E. Sopher, "An Exploration of India- Geographical Perspectives on Society and Culture", PHI Press, 1980. • B. Aitken, "Seven Sacred Rivers", Penguin India, 2000. • M. Gadgil, R. Guha, Ecology and Equity: The use and abuse of nature in contemporary India, Penguin, 1995. 	

