SACRED HEART COLLEGE (AUTONOMOUS), THEVARA

KOCHI, KERALA, 682013

Syllabus

of

Undergraduate (Honours) Programme

in

Bachelor of Business Administration (BBA)

(AICTE Approved)

(Introduced from 2024-25 admissions onwards)

Prepared by

Board of Studies in Management Studies

Sacred Heart College, Thevara, Kochi

Board Of Studies- Department of Management Studies

1. Dr. Jisna N (HoD) – Assistant Professor, Department of Management Studies, Sacred Heart College
2. Dr. Geo Jos Fernandez (Dean) – Albertian Institute of Management (Expert nominated by Vice Chancellor)
3. Dr. C GaneshKumar – Associate Professor, Indian Institute of Foreign Trade, New Delhi (Subject Expert from outside the University nominated by Academic Council)
4. Mr. Aniesh PM – Respace Ventures (Meritorious Alumnus nominated by Principal)
5. Mr. Jerry Thomas – Managing Director, Copious Consult, Symbiosis (Industrial Expert)
6. Mr. Raghunandanan C – Assistant Professor
7. Mr. Giftin C K – Assistant Professor
8. Dr. Rexy Ros Bobby – Assistant Professor
9. Ms. Jamshi J – Assistant Professor
10. Mr. Rijil Paul – Assistant Professor
11. Ms. Akhila Lal – Assistant Professor
12. Mr. Bichu S Nair – Assistant Professor

1. Introduction

The National Education Policy (NEP) 2020 envisages the revision of the Choice Based Credit System (CBCS) for instilling innovation and flexibility. It emphasizes on promoting interdisciplinary studies, introducing new subjects, and providing flexibility in courses and fresh opportunities for students. It also envisages setting up of facilitative norms for issues, such as credit transfer, equivalence etc., and a criterion-based grading system that assesses student achievement based on the learning goals for each programme. The NEP document suggests several transformative initiatives in higher education. These include:

- Introduction of holistic and multidisciplinary undergraduate education that would help develop all capacities of human beings - intellectual, aesthetic, social, physical,emotional, ethical and moral - in an integrated manner; soft skills, such as complex problem solving, critical thinking, creative thinking, communication skills; and rigorous specialization in a chosen field (s) of learning.
- Adoption of flexible curricular structures in order to enable creative combinations of disciplinary areas for study in multidisciplinary contexts in addition to rigorous specialization in a subject.
- Undergraduate degree programmes of either 3 or 4-year duration.
- The students are getting a chance to determine his/her own semester-wise academic load and will be allowed to learn at his/her pace, to the extent possible.
- Increase in the number of choices of courses available to students and the students are getting an opportunity to choose the courses of their interest from all disciplines.
- Multidisciplinary and holistic education with emphasizes on research, skill development and higher order thinking,
- Promotion of innovation and employability of the student.
- Flexibility for the students to move from one institution to another as per their choice.
- Flexibility to switch to alternative modes of learning (offline, ODL, and online learning, and hybrid modes of learning)

Outcome Based Education (OBE)

Undergraduate courses in Management Studies follow the Outcome-based Education (OBE) framework. OBE is a system where all the parts and aspects of education are focused on the outcomes of the course. The students take up courses with a certain goal of developing skills

or gaining knowledge and they have to complete the goal by end of the course. Outcome-based
education affirms teachers as facilitators, rather than lecturers. In this model, teachers guide the students and encourage them to develop their knowledge and skills. The undergraduate Courses at the Department of Management Studies Sacred Heart College (Autonomous), Thevara, provides a learning approach in which students develop analytical ability and critical thinking and research acumen over different situations.

Programme Outcomes:

The Undergraduate Programme Outcomes (POs) are as follows:

PO 1: Critical thinking and Analytical reasoning

Critical thinking guides the assessment and judgment of information, while analytical reasoning involves specific methods for analysis and conclusion drawing. It includes the ability to assess evidence, identify assumptions, formulate coherent arguments,understand complex relationships, and evaluate practices and theories critically. Additionally, critical sensibility involves self-awareness and reflection on personal and societal experiences.

PO 2: Scientific reasoning and Problem solving

Capacity to interpret and draw conclusions from data, critically evaluate ideas and evidence with an open-minded perspective; ability to apply learned competencies to solve unfamiliar problems and apply knowledge to real-life situations, avoiding mere replication of curriculum content.

PO 3: Effective communication and leadership skill

Proficiency in expressing thoughts verbally and non-verbally, utilizing appropriate communication media. Confidently sharing ideas, active listening, analytical reading and writing and presenting complex information clearly to diverse groups. Effective teamwork and leadership skills, including setting direction, inspiring vision, building and motivating teams, and guiding them efficiently towards common goals.

PO 4: Social consciousness and responsible citizenship

Social consciousness involves an empathetic and informed perspective, extending beyond personal concerns to embrace a responsibility for the collective good in nation-building. It includes reflecting on the impact of research on conventional practices and a clear understanding of societal needs for inclusive and sustainable development.Responsible citizens contribute positively through civic engagement, environmental stewardship, and a commitment to social justice, abiding by laws and working for the advancement of society.

PO 5: Equity, Inclusiveness and Sustainability

Promoting equity, inclusiveness, sustainability, and diversity appreciation. Developing ethical and moral reasoning with values of unity, secularism, and national integration for dignified citizenship. Understanding and appreciating diversity, managing differences, and using an inclusive approach. Emphasizing creating environment where diverse individuals feel valued, addressing present needs without compromising future generations' ability to meet their own needs, considering environmentaleconomic, and social factors.

PO 6: Moral and Ethical Reasoning

Possessing the capacity to embody moral and ethical values in personal conduct,articulating positions and arguments on ethical matters from diverse perspectives, and consistently applying ethical practices in all endeavours. Proficient in recognizing andaddressing ethical issues pertinent to one's work, steadfastly steering clear of any unethical behaviour.

PO 7: Networking and Collaboration

Cultivating networking skills in education entails establishing meaningful professional connections and relationships among educators, administrators, and stakeholders. It also involves fostering cooperative efforts among individuals, institutions, and research organizations within the educational realm. These practices are indispensable for nurturing a supportive, innovative, and dynamic learning environment.

PO 8: Lifelong Learning

Cultivating the ability to continually acquire knowledge and skills, including the art of "learning how to learn," becomes paramount for lifelong learning. This self-paced and self-directed approach serves personal development, aligns with economic, social, and cultural objectives, and facilitates adaptation to evolving workplace demands through skill development and reskilling. It equips individuals with competencies and insights,allowing them to adeptly respond to society's changing landscape and enhance their overall quality of life. Lifelong learning extends beyond formal education, embracing diverse informal and non-traditional learning experiences

Department of Management Studies

The Department of Management facilitates a UG Program – a professional degree that is rising in popularity among students who want to make a career in management. We focus on the holistic development of the students. The program provides a diverse set of opportunities in the field of Business Analytics, Integrated Marketing and new Media. The students get exposure, acquire knowledge and practical aspects in both Business Analytics, Integrated Marketing and new Media.

The small class size allows close interaction with faculty members providing the intellectual stimulus and helps develop the students in their selected domain. The students are given the opportunity to do two Internships and one major project to excel in their interested domain in a selected industry. We inculcate entrepreneurship qualities and also develop awareness among the students of the attitudes, values, and skills of a successful business and for a management career. The program is inbuilt with 40 hours of social work for each individual student, ensuring the essence of building social responsibility among our students.

The BBA in Integrated Marketing & New Media and BBA in Business Analytics programs are designed to equip students with essential skills in two critical areas of modern business—strategic marketing communications and data-driven decision-making. These programs provide a strong foundation in business principles while specializing in key industry-relevant domains.

The BBA in Integrated Marketing & New Media focuses on preparing students for the dynamic world of marketing and media communications. It covers the principles of Integrated Marketing Communications (IMC), exploring how businesses connect with consumers through advertising, digital marketing, and branding strategies. Students will learn about marketing communication channels, consumer behavior, budgeting, and campaign effectiveness, helping them create impactful marketing strategies that drive brand awareness and business growth.

On the other hand, the BBA in Business Analytics is designed for students looking to harness the power of data in business decision-making. The program teaches data collection, processing, and analysis using key analytical tools such as Excel, Python, Power BI, SQL, and Tableau. Students will develop expertise in statistical analysis, predictive modelling, and data visualization, preparing them for careers in data analytics, business intelligence, and strategic consulting.

Together, these programs provide a holistic business education tailored to modern industry needs. Whether students choose the creative field of marketing or the analytical world of business intelligence, they will gain the knowledge and skills needed to succeed in today's competitive and data-driven business landscape.

About the Programme

A student admitted to the programme will be awarded a degree as per the regulations given in Chapter 2. The proposed pathways are as follows:

i) BBA Degree

ii) BBA (Honours)

iii) BBA (Honours with Research)

Specializations

Students will have the option to select one of the following specializations

1. Integrated Marketing and new Media

2. Business Analytics.

Major Highlights of the Programme

The Bachelor of Business Administration (BBA) with specializations in Integrated Marketing & New Media and Business Analytics is designed to prepare students for the evolving demands of the business world by combining foundational knowledge with practical, industry-relevant skills.

1. Holistic Development and Industry Exposure

- The Programme emphasizes overall personality and skill development through academic rigor and real-world experiences.
- Two internships and a major industry project allow students to explore their areas of interest and build professional networks.
- A small class size ensures personal attention, mentoring, and close faculty interaction.

2. Specialization-Focused Curriculum

Students can choose from two future-forward specializations:

- Integrated Marketing & New Media: Equips students with tools and knowledge in marketing strategy, digital media, branding, and consumer engagement.
- Business Analytics: Builds strong analytical and technical skills using tools like Excel, Python, SQL, Tableau, and Power BI for informed decision-making in business contexts.

3. Social Responsibility and Entrepreneurship

- The program includes 40 hours of mandatory social work, promoting community engagement and ethical leadership.
- Entrepreneurship development is integrated into the curriculum to inspire and prepare students to become future business leaders.

4. Enhanced Employability and Industry Readiness

- The curriculum aligns with industry standards and trends, making graduates more job-ready.
- Practical exposure through:
    - Live projects
    - Marketing campaigns
    - Data analysis case studies
    - Guest lectures by industry professionals
- Focused development of communication, leadership, and strategic thinking skills.

Higher Studies Options

Upon completing the BBA Programme, students can pursue:

- MBA/PGDM with specializations in Marketing, Finance, Analytics, International Business, etc.
- Master's programmes in Marketing Communications, Business Analytics, Digital Media, and Management.
- Certifications in:
    - Google Digital Marketing
    - HubSpot Content Marketing
    - Meta/Facebook Blueprint
    - Tableau, Power BI, Python, and SQL for Business Analytics
    - Strategic Brand Management and Campaign Planning

Career Opportunities

BBA – Integrated Marketing & New Media

Graduates can explore roles in:

1. Digital Marketing Executive
2. Social Media Manager

3. Brand Strategist
4. Marketing Campaign Analyst
5. Content Marketing Specialist
6. Media Planner
7. PR & Communications Executive
8. Advertising Account Executive
9. SEO/SEM Specialist
10. Influencer Marketing Manager

BBA – Business Analytics

Graduates can pursue careers such as:

1. Business Analyst
2. Data Analyst
3. Market Research Analyst
4. Operations Analyst
5. Business Intelligence Associate
6. Analytics Consultant
7. Data Visualization Specialist
8. Financial Analyst (with data focus)
9. Reporting Analyst
10. Strategy Analyst

2. Regulations for Bachelor in Business Administration (Honours) Programmes

Preamble

Sacred Heart College (Autonomous), Thevara, Kochi is a grant-in-aid private college affiliated to Mahatma Gandhi University, Kottayam, Kerala. The College was established in 1944 as a higher educational institute for men on the basis of the minority rights. It started admitting girls in 1975 and currently serves all sections of the society without any discrimination of caste or creed.

The College was granted Autonomous Status by the University Grants Commission (UGC) in 2014.

Vision and Mission of the Institution

The vision of the College aims at the formation of holistic individuals who would champion the cause of justice, love, truth and peace. To this effect, Sacred Heart College envisions the "Fashioning of an enlightened society founded on a relentless pursuit of excellence, a secular outlook on life, a thirst for moral values as well as an unflinching faith in God." It seeks the creation of a world, guided by divine wisdom, governed by moral principles, inclusive by secular outlook and united by the principle of equity.

The Mission of the Institution is to provide an environment that

- facilitates the holistic development of the individual
- enables the students to play a vital role in the nation-building process and contribute to the progress of humanity
- disseminates knowledge even beyond the academia
- instils in the students a feel for the frontier disciplines, and
- cultivates a concern for the environment

by setting lofty standards in the ever-evolving teacher-learner interface.

Framing of the Regulations

As part of the implementation of the National Education Policy 2020 (NEP 2020), the University Grants Commission (UGC) has issued the Curriculum and Credit Framework for Undergraduate Programmes 2023 (CCFUP) which would provide a flexible choice-based credit system, multidisciplinary approach, multiple entry and exit options, and establish three Broad Pathways, (a) 3-year UG Degree, (b) 4-year UG Degree (Honours), and (c) 4-year UG Degree (Honours with Research).

The Kerala Higher Education Reforms Commission has recommended a comprehensive reform in the undergraduate curriculum for the 2023-24 academic year, adopting 4-year

undergraduate programs to bring Kerala's undergraduate education at par with well acclaimed universities across the globe.

The Kerala State Curriculum Committee for Higher Education has been constituted, and have proposed a model Kerala State Higher Education Curriculum Framework (KSHECF) for Undergraduate Education.

Further, an Academic Committee and various sub committees were constituted for the implementation of the Regulations. The Academic Council of the college in its meeting held on 18th March 2024 approved the regulations, namely: THE SACRED HEART COLLEGE (AUTONOMOUS) UNDERGRADUATE PROGRAMMES (HONOURS) REGULATIONS, 2024 {SHC-UGP (Honours)}.

As Undergraduate Programs/Courses in computer applications and management studies offered through General Degree Colleges (Non-Technical Institutions) have been brought under the umbrella of AICTE to ensure coordinated development in technical and management education, we need separate regulations for these programmes.
Based on the model curriculum prepared by the AICTE, we have drafted a regulation for the Bachelor in Business Administration(BBA) Programmes, namely: THE SACRED HEART COLLEGE (AUTONOMOUS) REGULATIONS FOR BACHELOR IN BUSINESS ADMINISTRATION(HONOURS) PROGRAMMES.

Short Title and Commencement

I These Regulations may be called THE SACRED HEART COLLEGE (AUTONOMOUS) REGULATIONS FOR BACHELOR IN BUSINESS ADMINISTRATION(HONOURS) PROGRAMMES 2024. Shortly, the Regulations may be called as 'BBA Regulations'

ii These Regulations will come into effect from the academic year 2024-2025 and will have prospective effect.

Scope and Application

i. These Regulations shall apply to all BBA(Honours) programmes conducted by THE SACRED HEART COLLEGE (AUTONOMOUS) for the admissions commencing in the academic year 2024-2025.
ii. Every programme conducted under these regulations shall be monitored by an Academic Committee comprising members nominated by the Principal.

Definitions

Unless used in a context otherwise specified,

i. College means THE SACRED HEART COLLEGE (Autonomous) Thevara, a grant-in-aid private college affiliated to Mahatma Gandhi University, Kottayam, Kerala.
ii. 'University' means the MAHATMA GANDHI University which is the affiliating University of Sacred Heart College (Autonomous).
iii. FYUGP means Four Year Undergraduate Programme.

iv. Academic Year: Two consecutive (one odd and one even) semesters followed by a vacation in one academic year.

v. Academic Coordinator/Nodal Officer: Academic Coordinator/Nodal Officer is a faculty nominated by the college council to co-ordinate the effective conduct of the FYUGP including Continuous Comprehensive Assessment (CCA) undertaken by various departments within the college. She/ he/ they shall be the convenor for the College Level Academic Committee.

vi. Academic Week: A unit of five working days in which the distribution of work is organized, with at least five contact hours of one-hour duration on each day.

vii. Academic Credit: A unit by which the course work is measured. It determines the number of hours of instructions required per week in a semester. It is defined both in terms of student efforts and teacher's efforts. A course which includes one hour of lecture or tutorial or minimum 2 hours of lab work/ practical work/ field work per week is given one credit hour. Accordingly, one credit is equivalent to one hour of lecture or tutorial or two hours of lab work/ practical work/ field work/ practicum and learner engagement in terms of course related activities (such as seminars preparation, submitting assignments, group discussion, recognized club-related activities etc.) per week. Generally, a one credit course in a semester should be designed for 15 hours Lecture/ tutorials or 30 hours of practical/ field work/ practicum and 30 hours' learner engagement.

viii. Academic Bank of Credits (ABC): An academic service mechanism as a digital/ virtual entity established and managed by Government of India to facilitate the learner to become its academic account holder and facilitating seamless learner mobility, between or within degree-granting Higher Education Institutions (HEIs) through a formal system of credit recognition, credit accumulation, credit transfers and credit redemption to promote distributed and flexible process of teaching and learning. This will facilitate the learner to choose their own learning path to attain a Degree/ Diploma/ Certificate, working on the principle of multiple entry and exit, keeping to the doctrine of anytime, anywhere, and any level of learning.

ix. Credit Accumulation: The facility created by ABC in the Academic Credit Bank Account (ABA) opened by the learner across the country in order to transfer and consolidate the credits earned by them by undergoing courses in any of the eligible HEIs.

x. Credit Recognition: The credits earned through eligible/ partnering HEIs and transferred directly to the ABC by the HEIs concerned.

xi. Credit Redemption: The process of commuting the accrued credits in the ABC of the learner for the purpose of fulfilling the credits requirements for the award of various degrees. Total credits necessary to fulfil the criteria to get a degree shall be debited and deleted from the account concerned upon collecting a degree by the learner.

xii. Credit Transfer: The mechanism by which the eligible HEIs registered with ABC are able to receive or provide prescribed credits to individual's registered with ABA in adherence to the UGC credit norms for the course(s) registered by the learner in any HEIs within India.

xiii. Credit Cap: Maximum number of credits that a student can take per semester, which is restricted to 30.

xiv. Continuous Comprehensive Assessment (CCA): The mechanism of evaluating the learner by the course faculty at the institutional level.

xv. End Semester Evaluation (ESE): The mechanism of evaluating the learner at the end of each semester.

xvi. Audit Course: a course that the learner can register without earning credits, and is not mandatory for completing a programme. The student has the option not to take part in the CCA and ESE of the Audit Course. If the student has 75% attendance in an Audit Course, he/she/they is eligible for a pass in that course, without any credit (zero-credit).

xvii. Courses: refer to the papers which are taught and evaluated within a programme, which include lectures, tutorials, laboratory work, studio activity, field work, project work, vocational training, viva, seminars, term papers, presentations, assignments, self-study, group discussion, internship, etc., or a combination of some of these elements.

xviii. Choice Based Credit System (CBCS) means the system wherein students have the option to select courses from the prescribed list of courses.

xix. College-level Academic Committee: It is a committee constituted for the FYUGP at the college level comprising the Principal as the Chairperson, the Academic Co-ordinator/ Nodal Officer as its convenor.

xx. Academic Co-ordinator/ Nodal Officer: A senior faculty member nominated by the college council.

xxi. Course Faculty: A faculty member nominated by the Head of the Department shall be in charge of offering a particular course in a particular semester of FYUGP.

xxii. Department means any teaching department in a college offering a course of study approved by the College as per the regulations of the college and it includes a Department, Centre, or School of Teaching and Research conducted directly by the College.

xxiii. Board of Studies (BoS) means the academic body duly constituted to frame the syllabus of each department.

xxiv. Senior Faculty Advisor (SFA) is a faculty nominated by a Department Council to co-ordinate all the necessary work related to FYUGP undertaken in that department, including the continuous comprehensive assessment.

xxv. Department Council means the body of all teachers of a department in a college.

xxvi. Faculty Adviser (FA) means a teacher from the parent department nominated by the Department Council to advise students in academic matters.

xxvii. Graduate Attributes means the qualities and characteristics to be obtained by the graduates of a programme of study at the College, which include the learning outcomes related to the disciplinary areas in the chosen field of learning and generic learning outcomes. The College will specify graduate attributes for its programmes.

xxviii. Programme means the entire duration of the educational process including the evaluation leading to the award of a degree.

xxix. Programme Pathway: Combination of courses that can be chosen by a student that give options to pursue interesting and unconventional combinations of courses drawn from different disciplinary areas, like the sciences and the social sciences/ humanities.

xxx. Regulatory Body means University Grants Commission (UGC), All India Council for Technical Education (AICTE), National Assessment and Accreditation Council (NAAC) and National Board of Accreditation (NBA) etc.

xxxi. Signature Courses: Signature courses are the specialized Discipline Specific Elective courses or skill-based courses designed and offered by the regular/ ad hoc/ visiting/ emeritus/ adjunct faculty member of a particular college with the prior recommendation of the BoS and the approval of Academic Council of the College.

xxxii. Letter Grade or simply 'Grade' in a course is a letter symbol (O, A+, A, B+, B, C, P, F, and Ab). Grade shall mean the prescribed alphabetical grade awarded to a student based on their performance in various examinations. The Letter grade that corresponds to a range of CGPA.

xxxiii. Grade Point: Each letter grade is assigned a 'Grade point' (G) which is an integer indicating the numerical equivalent of the broad level of performance of a student in each course. Grade Point means point given to a letter grade on 10-point scale.

xxxiv. Semester Grade Point Average (SGPA) is the value obtained by dividing the sum of credit points obtained by a student in the various courses taken in a semester by the total number of credits in that semester. SGPA shall be rounded off to two decimal places. SGPA determines the overall performance of a student at the end of a semester.

xxxv. Credit Point (CP) of a course is the value obtained by multiplying the grade point (G) by the credit (C) of the course: CP = G x C

xxxvi. Cumulative Grade Point Average (CGPA) is the value obtained by dividing the sum of credit points in all the semesters earned by the student for the entire programme by the total number of credits in the entire programme and shall be rounded off to two decimal places.

xxxvii. Grade Card means the printed record of students' performance, awarded to them.

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Features of the BBA Regulations

i BBA is a Stand-alone programme as envisaged by AICTE, and no switching from BBA to other programmes is allowed

ii the BBA(Honours) programme is a Four-year programme with exit option at the end of the third year

iii The BBA regulations provide the following options to the students

(a) Students who choose to exit after 3 years shall be awarded a degree 'Bachelor in Business Administration (BBA) after the successful completion of the required minimum Courses with 133 credits.

b) Students who have successfully completed the BBA degree shall be awarded the BBA(Honours) or BBA (Honours with Research) degree after the successful completion of the fourth year with the required minimum courses with 177 credits

iv Students who acquire minimum 75% marks in their graduation (up to 6th semester) are eligible for Honours with Research Programme. However, if necessary, College may conduct screening test for the honours with research programme in accordance with College Regulations from time to time. Honours with research is possible only if at least two faculty members of the department are having PhD.

iii. Students who have chosen the honours with research stream shall do their entire fourth year under the mentorship of a mentor (a faculty with PhD)

iv. The mentor shall prescribe suitable advanced level/capstone level courses for a minimum of 20 credits to be taken within the institutions along with the courses on research methodology, research ethics, and research topic-specific courses for a minimum of 12 credits which may be obtained either within the institution or from other recognized institutions, including online and blended modes.

v. Students who have opted for the honours with research should successfully complete a research project under the guidance of the mentor and should submit a research report for evaluation. They need to defend successfully the research project to obtain 12 credits under a faculty member of the College. The research shall be in the Major/ allied discipline.

vi. The research outcomes of their project work may be published in peer-reviewed journals or presented at conferences or seminars or patented.

Types of Courses

The BBA programme comprises a mix of the following types of courses

(a) Core Courses (CC) - designed so as to enable students to gain basic knowledge in the discipline.

(b) Discipline Specific Electives (DSE) -designed to provide the students with an opportunity to pursue in-depth study of a particular subject or discipline and develop competency in that chosen area.

(c) Ability Enhancement Courses (AEC) - designed specifically to achieve competency in English and other languages (OL) as per the student's choice, with special emphasis on language and communication skills.

(d) Multi-Disciplinary Elective (MDE) Courses - designed as to enable the students to broaden their intellectual experience by understanding the conceptual foundations of Science, Social Sciences, Humanities, and Liberal Arts.

(e) Skill Enhancement Courses (SEC) - designed to enhance 21st-century workplace skills such as creativity, critical thinking, communication, and collaboration

(f) Value Addition Courses (VAC) - designed as to empower the students with personality development, perspective building, and self-awareness.

Internship

All students shall undergo Summer Internship or Apprenticeship in a Firm, Industry or Organization; or Training with faculty or researchers or professionals or other Higher

Education Institutions (HEIs) or Research Institutions or NGOs. Students may also choose to undertake social responsibility or community engagement. Students may choose to work as research assistants or teaching assistants. Students will be provided the opportunities for internships with local industries, business organizations, agriculture, health and allied sectors, Local Government institutions (such as panchayats, municipalities), State Planning Board, State Councils/ Boards, Research Institutions, Research Labs, Library, elected representatives to the parliament/ state assembly/ panchayath, media organizations, artists, crafts persons etc. These opportunities will enable the students to actively engage with the practical aspects of their learning and to improve their employability.

SEMESTER-WISE CREDIT DISTRIBUTION OF THE BBA (HONOURS) AND BBA (HONOURS WITH RESEARCH) PROGRAMME:

Semester	CC	AEC	MDE	VAC	SEC	DSE	Total Credits
I	15	6	2	2	0	0	25
II	12	6	2	2	2	0	24
III	12	0	3	2	3	0	20
IV	15	0	0	4	4	0	23
V	8	0	0	0	4	8	20
VI	7	0	0	0	6	8	21
Total (6 Sems)	69	12	07	10	19	16	133
Exit option at the end of the third year with BBA degree							
VII	8	0	0	0	4	12	24
*VIII BBA(Hons)	0	0	0	0	8	12	20
Total (8 Sems)	77	12	07	10	31	40	177

* For BBA (Honours with Research), there shall be only project work for 20 credits in the eight semesters

	CC	AEC	MDE	VAC	SEC	DSE	TOTAL
BBA	69	12	7	10	19	16	133
BBA (Honours)	77	12	7	10	31	40	177
BBA (Honours with Research	77	12	7	10	43	28	177

Course Summary

Students can take extra credit courses from their own department or from other departments of the college. Extra credits will not be counted for awarding BBA degree/ BBA (Honours)/BBA (Honours with Research).

Attendance

A student shall be permitted to register for the end-semester evaluation of a specific course to acquire the credits only if he/she has acquired 75% of attendance in that particular course

A student is eligible for attendance as per the existing university and government orders which includes participation in a meeting, or events organized by the college or the university, a regularly scheduled curricular or extracurricular activity prescribed by the college or the university. Due to unavoidable or other legitimate circumstances such as illness, injury, family emergency, care-related responsibilities, bad or severe weather conditions, academic or career-related interviews students are eligible for authorized absence. Apart from this, all other eligible leaves such as all other eligible leaves such as maternity leave, and menstrual leave shall also be treated as authorized absences. The condonation facility can be availed as per the university norms.

Assessment and Evaluation

The assessment shall be a combination of Continuous Comprehensive Assessment (CCA) and an End Semester Evaluation (ESE). 30% weightage shall be given for CCA. The remaining 70% weight shall be for the ESE.

Regarding evaluation, one credit may be evaluated for 25 marks in a semester; thus, a 5-credit course will be evaluated for 125 marks; 4-credit courses for 100; 2- credit courses for 50 marks. However, for tabulation purpose, courses with one credit will be evaluated for 50 marks and will be converted into 25 marks.

Distribution of CCA and ESE will be as given below

Credit	CCA	ESE
5	35	90
4	30	70
3	25	50
2	15	35

Suggestive methods for CCA are as follows: (anyone or in combinations as decided by the course faculty/ course coordinator)

a. Practical assignment
b. Observation of practical skills
c. Viva voce
d. Quiz
e. Written Tests
f. Oral presentations
g. Computerized adaptive testing
h. In-class discussions
i. Group tutorial work
j. Reflection writing assignments
k. Home assignments
l. Self and peer Assessments
m. Any other method as may be required for specific course/ student by the course faculty/ course coordinator.

The prerogative of arranging a CCA lies with the course faculty/ course coordinator. The course faculty/ course coordinator shall be responsible for evaluating all the components of CCA.

Evaluation of Project/ Dissertation
The evaluation of project work shall be CCA with 30% and ESE 70%. The scheme of evaluation of the Project is given below:

Project type	Maximum Marks	CCA	ESE
Research Project of Honours with Research (20 credits)	300	90	210
Project of Honours (8 credits)	100	30	70

Evaluation of Internship

The evaluation of the internship shall be done by a committee constituted by the Department Council. The scheme of CCA and ESE is given below:

Components of Evaluation of Internship	Weightage	Marks for Internship 4 Credits/ 100 Marks
CCA	30%	30
ESE	70%	70

The department council may decide on any mode for the completion of the Internship.

Letter Grade and Grade Points

The mapping of marks to grades shall be done as per the following table

Percentage of Marks	Grade Point(G)	Letter Grade	Class
Above 90	10	A^+ (Excellent)	First Class with Distinction
Above 80 but 90 or below 90	9	A(Very Good)	
Above 70 but 80 or below 80	8	B^+ (Good)	First Class
Above 60 but 70 or below 70	7	B(Above Average)	
Above 50 but 60 or below 60	6	C^+ (Average)	Second Class
Above 45 but 50 or below 50	5	C (Satisfactory)	Third Class
40 or above but 45 or below 45	4	D (Pass)	
< 40 or ESE < 35 *		F(Fail)	Fail

*If the aggregate (both CCA and ESE) percentage of marks is less than 40 or the percentage of marks for ESE is less than 35, then the result is 'Failed'

If a course evaluation consists of both theory and practical components, the minimum pass criteria for each component must be met separately. The marks for CCA components and ESE shall be rounded to two decimal places.

Credit Transfer and Credit Accumulation

i. The college will establish a digital storage (DIGILOCKER) of academic credits for the credit accumulation and transfer in line with ABC.

ii. The validity of credits earned shall be for a maximum period of seven (7) years or as specified in the University/ UGC /AICTE regulations.

iii. The students shall be required to earn at least 50% of the credits from the College.

Outcome Based Approach

The curriculum will be designed based on Outcome Based Education (OBE) practices. The Graduate Attributes (GA) and Programme Outcomes (PO) will be defined and specified in the syllabus of each programme.

Induction Program

There shall be a mandatory Induction program (as available on AICTE Portal) for students to be offered right at the start of the first year.

Mandatory Visits/ Workshop/Expert Lectures:

1. It is mandatory to arrange one industrial visit every semester for the students of each branch.
2. It is mandatory to conduct a One-week workshop during the winter break after fifth semester on professional/ industry/ entrepreneurial orientation.
3. It is mandatory to organize at least one expert lecture per semester for each branch by inviting resource persons from domain specific industry.

For Summer Internship / Projects / Seminar etc.

Evaluation is based on work done, quality of report, performance in viva-voce, presentation etc.

Modifications to the Regulations

Notwithstanding anything contained in these Regulations, any amendments or modifications issued or notified by the University Grants Commission or the State Government or the Mahatma Gandhi University from time to time, shall be incorporated into these Regulations by the appropriate regulatory bodies of the College and shall constitute an integral part thereof.

Semester wise course Details

Semester 1

SEMESTER I					Hours per week	
S. No.	**Course type**	**Course code**	**Course Title**	**Credits**	**Theory**	**Practical**
1	CC	24UBBACCR101	Principles and Practices of Management	4	4	0
2	CC	24UBBACCR102	Financial Accounting	4	4	0
3	CC	24UBBACCR103	Business Statistics and Logic	4	4	0
4	CC	24UBBACCR104	Business Communication-I	3	3	0
5	AEC	24UENGAEC101	General English	3	3	0
6	MDE	24UBBAMDE101	Indian Systems of Health and Wellness	2	2	0
7	VAC	24UBBAVAC101	Environmental Science and Sustainability	2	2	0
8	AEC	HINDI/MALAYALAM/FRENCH	Additional Course - Indian or Foreign Language	3	3	0
TOTAL				**25**	25	0

Semester 2

SEMESTER II					Hours Per week	
S. No.	**Course type**	**Course code**	**Course Title**	**Credits**	**Theory**	**Practical**
1	CC	24UBBACCR105	Human Behaviour and Organization	4	4	0
2	CC	24UBBACCR106	Marketing Management	4	4	0
3	CC	24UBBACCR107	Business Economics	4	4	0
4	SEC	24UBBASEC101	Emerging Technologies and Application	2	1	2
5	MDE	24UBBAMDE102	Media Literacy and Critical Thinking	2	2	0
6	VAC	24UBBAVAC102	Indian Constitution	2	2	0
7	AEC	24UBBAAEC102	Business Communication-II	3	3	0
8	AEC	HINDI/MALAYALAM/FRENCH	Additional Course - Indian or Foreign Language (Optional Course-French/Hindi/Malayalam)	3	3	0
TOTAL				**24**	23	2

Semester 3

SEMESTER III					Hours Per week	
S. No.	**Course Type**	**Course code**	**Course Title**	**Credits**	**Theory**	**practical**
1	CC	24UBBACCR201	Cost and Management Accounting	4	4	0
2	CC	24UBBACCR202	Legal and Ethical Issues in Business	4	3	2
3	CC	24UBBACCR203	Human Resource Management	4	4	0
4	MDE	24UBBAMDE201	Indian Science, Engineering and Technology (Past, Present and Future)	3	2	2
5	SEC	24UBBASEC201	Management Information System (MIS)	3	2	2
6	VAC	24UBBAVAC201	Yoga/Sports/NCC/NSS/Disaster Management	2	0	4
TOTAL				20	15	10

Semester 4

SEMESTER IV					Hours Per week	
S. No.	**Course Type**	**Course code**	**Course Title**	**Credits**	**Theory**	**Practical**
1	CC	24UBBACCR204	Entrepreneurship and Startup Ecosystem	3	3	0
2	CC	24UBBACCR205	Operations Management	4	4	0
3	CC	24UBBACCR206	Financial Management	4	4	0
4	CC	24UBBACCR207	Business Research Methodology	4	4	0
5	VAC	24UBBAVAC202	Business Environment and Public Policy	4	4	0
6	SEC	24UBBASEC202	Enterprise Systems and Platforms	2	1	2
7	SEC	24UBBASEC203	Design Thinking and Innovation	2	1	2
TOTAL				23	21	4

Semester 5

SEMESTER V					Hours Per week	
S. No.	**Course Type**	**Course Code**	**Course Title**	**Credits**	**Theory**	**Practical/ Practicum**
1	CC	24UBBACCR301	Strategic Management	4	4	0
2	CC	24UBBACCR302	Logistics and Supply Chain Management	4	4	0
3	DSE		Discipline Specific Electives - I	4	3	2
4	DSE		Discipline Specific Electives – II	4	3	2
5	SEC	24UBBASEC302	Major Project [Evaluation in Sixth Semester]	-	-	4
6	AUD	24UBBAAUD301	Travel and Tourism management(Audit Course)	0	2	1
7	SEC	24UBBASEC301	Internship/Capstone Project	4	-	
TOTAL				**20**	**16**	**9**

Semester 6

SEMESTER VI					Hours Per week	
S. No.	**Course Type**	**Course Code**	**Course Title**	**Credits**	**Theory**	**Practical/ Practicum**
1	CC	24UBBACCR303	Project Management	4	4	0
2	CC	24UBBACCR304	Business Taxation	3	3	0
3	DSE		Discipline Specific Electives – III	4	3	2
4	DSE		Discipline Specific Electives – IV	4	3	2
5	SEC	24UBBASEC303	Corporate Governance	2	2	0
6	SEC	24UBBASEC302	Major Project [Initiated in Fifth Semester]	4	-	4
7	AUD	24UBBAAUD302	Research Methodology and Intellectual Property Rights: {AUDIT COURSE}	0	2	0
TOTAL				**21**	**17**	**8**

Honours Without Research

Semester 7

SEMESTER VII					Hours Per week	
S. No.	**Course Type**	**Course Code**	**Course Title**	**Credits**	**Theory**	**Practical/ Practicum**
1	CC	24UBBACCR401	AI for Business; Diversity, Equity, and Inclusion; Digital Ethnography or Online Course	4	3	2
2	CC	24UBBACCR402	Entrepreneurial Leadership	4	3	2
3	DSE		Discipline Specific Electives – V	4	3	2
4	DSE		Discipline Specific Electives – VI	4	3	2
5	DSE		Legal Framework for IT-based Business and Intellectual Property Rights (DSE12)	4	3	2
6	SEC	24UBBASEC401	Dissertation Work [Evaluation in Eighth Semester]	-	-	-
7	SEC	24UBBASEC402	Internship – II	4	-	-
TOTAL				**24**	**15**	**10**

Semester 8

SEMESTER VIII					Hours Per week	
S. No.	**Course Type**	**Course Code**	**Course Title**	**Credits**	**Theory**	**Practical/ Practicum**
1	DSE		Discipline Specific Electives – VII	4	3	2
2	DSE		Discipline Specific Electives - VIII	4	3	2
3	DSE		Discipline Specific Electives – IX	4	3	2
4	SEC	24UBBASEC401	Dissertation Work [Started in Seventh Semester]	8	0	16
TOTAL				**20**	**9**	**16**

Honours with Research

Semester 7

SEMESTER VII					Hours Per week	
S. No.	**Course Type**	**Course Code**	**Course Title**	**Credits**	**Theory**	**Practical/ Practicum**
1	CC	24UBBACCR403	Advanced Data Analysis Tools	4	3	2
2	CC	24UBBACCR404	Advanced Research Methodology	4	3	2
3	DSE		Discipline Specific Electives – X	4	3	2
4	DSE		Discipline Specific Electives – XI	4	3	2
5	DSE		Legal Framework for IT-based Business and Intellectual Property Rights (DSE12)	4	3	2
6	SEC	24UBBASEC404	Research Internship Report and Viva-Voce	4	0	0
TOTAL				**24**	**15**	**10**

Semester 8

SEMESTER VII					Hours Per week	
S. No.	**Course Type**	**Course Code**	**Course Title**	**Credits**	**Theory**	**Practical/ Practicum**
1	SEC	24UBBASEC405	Dissertation (For Research Track)	20		25
TOTAL	**20**		**TOTAL**	**20**		**25**

Specialisation Course For BBA integrated Marketing and New Media

Discipline Specific Electives	Sem	Code	Title	Credit	Theory	Practical
DSE 1	5	24UBBADSE301	Advertising Management	4	4	0
DSE 2	5	24UBBADSE302	Digital Marketing	4	4	0
DSE 3	6	24UBBADSE304	Consumer Behaviour	4	4	0
DSE 4	6	24UBBADSE305	Industrial Relation	4	4	0
DSE 5	7	24UBBADSE401	Media Management	4	4	0
DSE 6	7	24UDSERBBA402	Brand Management	4	4	0
DSE 7	8	24UBBADSE404	Channel Dynamics in Sales and Distribution	4	4	0
DSE 8	8	24UBBADSE405	Rural Marketing	4	4	0
DSE 9	8	24UBBADSE406	Retail Marketing	4	4	0
DSE 10	7	24UBBADSE407	International Marketing	4	4	0
DSE 11	7	24UBBADSE408	Marketing Research	4	4	0
DSE 12	7	24UBBADSE409	Legal Framework for IT Based Business and IPR	4	4	0

SPECIALISATION COURSES FOR BBA BUSINESS ANALYTICS

Discipline Specific Electives	Semester	Code	Title	Credit	Theory	Practical
DSE 1	5	24UBBADSE306	Working with Excel	4	4	0
DSE 2	5	24UBBADSE307	Application of Business Analytics using Python	4	4	0
DSE 3	6	24UBBADSE308	Digital Marketing Analytics	4	4	0
DSE 4	6	24UBBADSE309	Business Intelligence and Data Visualization (Power BI)	4	4	0
DSE 5	7	24UBBADSE410	Working with Dashboards – Tableau and KNIME	4	4	0
DSE 6	7	24UBBADSE411	Business Analytics for Decision Making	4	4	0
DSE 7	8	24UBBADSE412	Database Management System (DBMS)	4	4	0
DSE 8	8	24UBBADSE413	New Technology in Business – Business Transformation using AI and Analytics	4	4	0
DSE 9	7	24UBBADSE414	Data Analytics using R	4	4	0
DSE 10	8	4UDSERBBA415	Data Mining and Machine Learning	4	4	0
DSE 11	7	24UBBADSE416	Operation Research	4	4	0
DSE 12	7	24UBBADSE403	Legal Framework for IT Based Business and Intellectual Property Rights	4	4	0

3. Syllabus of Courses as per AICTE framework: Semester -1 to semester - 6

SEMESTER 1

COURSE -1 Principles and Practices of Management

Discipline/Programme	Management Studies
Semester	1
Type of Course	CC
Course Code	24UBBACCR101
Course Level	1
Lecture/Tutorial/Practical Hours	3/1/0
Credits	Total: 4 (Theory: 4, Practical: 0)

Course Summary

This course introduces students to management principles and methodologies in organizations. It covers various management functions, leadership strategies, motivation techniques, and communication skills essential for successful management.

Course Outcomes (CO)

CO No.	Expected Course Outcome	Learning Domain	PO No.
CO1	Explain basic principles & procedures in an organization	Understand	PO1, PO2
CO2	Critically understand different leadership styles	Understand	PO1, PO3
CO3	Evaluate the significance of motivation for a productive work environment	Apply	PO2, PO3, PO6
CO4	Learn crucial management functions in organizations	Analyse	PO1, PO2, PO7

Course Content

Module	Topics	CO	Hours
Module 1	Definition & Meaning (P. F. Drucker, Koontz O'Donnell, S. George)	CO1	2 hrs
	Management as an Art, Science, and Profession	CO1	2 hrs
	Distinction between Administration and Management	CO1,CO4	2 hrs
	Importance & Functions of Management	CO1,4	4 hrs

Module 2	Contribution of Henri Fayol, Max Weber, Mary Parker Follett	CO1,4	2 hrs
	Centralization & Decentralization; Nature & Definition of Planning	CO1,4	4 hrs
	Decision-making process and types of decisions	CO4	4 hrs
Module 3	Meaning & Definition (Koontz O'Donnell & McFarland)	CO1	2 hrs
	Types of Organization (Formal & Informal), Types of Authority	CO1,4	4 hrs
	Relationships: Line, Functional, Line & Staff, Committees	CO4	4 hrs
	Meaning and Types of Departmentation	CO4	4 hrs
Module 4	Meaning & Importance of Directing, Leadership Styles	CO2,4	4 hrs
	Motivation: Theories (Maslow, Herzberg, McGregor), Communication Types	CO3,4	2 hrs
	Principles & Techniques of Coordination, Steps in Controlling	CO4	5 hrs
Module 5	Practicum	CO 1,2,3,4,	30 hrs

Teaching and Learning Approach
- Interactive lectures
- Flipped classrooms
- Project-based learning
- Peer teaching
- Field interactions
- Blended learning
- Other innovative methodologies

Mode of Assessment

Assessment Type	Mode	Examples
A. Continuous Comprehensive Assessment (CCA)	Formative Assessment	Quiz, Oral Presentation, Self and Peer assessments, Written test, Open book test, Problem-based assignment, Field study report, Group discussion
Practicum	Experiential Learning	Presentations, Observation of practical skills, Field Visits, Surveys, Interviews, Case study, Focus groups, Qualitative techniques
B. End Semester Examination (ESE)	Summative Assessment	Written test, Standardized Test (MCQ), Open book, Problem-based assignments, Individual or Team project report, Case Study

Textbooks & References
- Management: A Global, Innovative, and Entrepreneurial Perspective (Tata McGraw-Hill, 2013)
- L. M. Prasad, Principles and Practice of Management (Sultan Chand & Sons, 2015)

COURSE 02: Business Communication

Discipline/Programme	Management Studies
Semester	1
Type of Course	CC
Course Code	24UBBACCR104
Credits	2 (Theory: 2, Practical: 0)
Course Summary	This course develops essential business communication skills, focusing on professional writing, verbal communication, and digital correspondence. It prepares students for effective workplace interactions.
Coursel level `	1

Course Outcomes (CO)

CO No.	Expected Course Outcome	Learning Domain	PO No
CO1	Understand business communication concepts & letter writing	Apply	PO1,3
CO2	Identify barriers & implement communication strategies	Understand	PO2,3
CO3	Master written communication for business correspondence	Analyze	PO3,6
CO4	Develop confidence in business presentations & global communication	Apply	PO3,8

Course Content

Module	Topics	CO	Hours
Module 1	Business communication fundamentals, models, barriers, 7Cs	CO1,2	4 hrs
Module 2	Email etiquette, structured business reports, persuasive messages, sales letters	CO3	5 hrs
Module 3	Online meetings, virtual teams, presentation skills, infographic tools	CO4,3	4 hrs

Module 4	Social media, digital collaboration, communication tools, website fundamentals	CO4,2,3	4 hrs

Mode of Assessment

Assessment Type	Mode	Examples
A. Continuous Comprehensive Assessment (CCA)	Formative Assessment	Quiz, Oral Presentation, Self and Peer assessments, Written test, Open book test, Problem-based assignment, Field study report, Group discussion
Practicum	Experiential Learning	Presentations, Observation of practical skills, Field Visits, Surveys, Interviews, Case study, Focus groups, Qualitative techniques
B. End Semester Examination (ESE)	Summative Assessment	Written test, Standardized Test (MCQ), Open book, Problem-based assignments, Individual or Team project report, Case Study

Assessment & Teaching Approach

Interactive methods, field-based collection, project-based learning, presentations, case studies.

Textbooks & References

- Business Communication: Connecting in a Digital World (Lesikar, Flatley, McGraw-Hill)

- Effective Business Communication (Murphy, Hildebrandt, McGraw-Hill)

COURSE 03: Financial Accounting

Discipline/Programme	Management Studies
Semester	1
Type of Course	CC
Course Code	24UBBACCR102
Credits	4 (Theory: 4, Practical: 0)
Course Summary	This course provides students with the skills to compute, interpret, and appraise financial performance using financial statements and accounting ratios.
Course level	1

Course Outcomes (CO)

CO No.	Expected Course Outcome	Learning Domain	PO.No
CO1	Apply accounting	K, U, A	PO1,2

	principles		
CO2	Record transactions & prepare final accounts	A, E	PO2,5
CO3	Interpret balance sheets	A, E	PO1,2,6
CO4	Assess financial position of a company	E	PO1,2,4
CO5	Analyze financial reports	U, An	

Course Content

Module	Topics	CO	Hours
Module 1	Accounting origin, functions, limitations, GAAP principles	CO1 ,CO2	3 hrs
Module 2	Journal entries, ledger posting, trial balance, rectification of errors	CO2,4,5	8 hrs
Module 3	Preparation of trading account, P&L account	CO2,4	6 hrs
Module 4	Assets, Liabilities, Profit/Loss appropriation	CO3,4	6 hrs
Module 5	Cash flow, funds flow analysis, financial statement evaluation	CO 3,4	6 hrs

Assessment & Teaching Approach

Quizzes, problem-based assignments, group discussions, field studies.

Mode of Assessment

Assessment Type	Mode	Examples
A. Continuous Comprehensive Assessment (CCA)	Formative Assessment	Quiz, Oral Presentation, Self and Peer assessments, Written test, Open book test, Problem-based assignment, Field study report, Group discussion
Practicum	Experiential Learning	Presentations, Observation of practical skills, Field Visits, Surveys, Interviews, Case study, Focus groups, Qualitative techniques
B. End Semester Examination (ESE)	Summative Assessment	Written test, Standardized Test (MCQ), Open book, Problem-based assignments, Individual or Team project report, Case Study

Textbooks & References

- Financial Accounting (S. N. Maheshwari & S. K. Maheshwari, Vikas Publishing, 2018)

- Financial Accounting: Fundamentals (R. L. Gupta & V. K. Gupta, Sultan Chand, 2016)

COURSE - 4: Business Statistics and Logic

Course Title	Business Statistics and Logic
Programme	Management Studies
Semester	1
Type of Course	Core Course (CC)
Course Code	24UBBACCR103
Credits / Hours	4 Credits (3 Lecture + 1 Tutorial + 0 Practical)
Course level	1

Course Summary

This course provides a comprehensive understanding of statistical methods and techniques commonly used in business analytics. It covers essential statistical concepts, data analysis techniques, and practical applications relevant to decision-making and problem-solving in business contexts.

Course Outcomes (CO)

CO No.	Expected Course Outcome	Learning Domains	PO No.
CO1	Explain the concepts of hypothesis testing	Understand	PO1
CO2	Explain correlation, regression, and time series analysis	Understand	PO1
CO3	Apply correlation and regression for analyzing business problems	Apply	PO2
CO4	Apply time series analysis techniques to real-life problems	Apply	PO2
CO5	Apply interpolation for data prediction	Apply	PO2

Course Content

Module	Topics	CO	Hours
Module 1: Sampling and Confidence Interval	Introduction to Sampling, Estimating Errors, Central Limit Theorem, Case Study	CO1	11 hrs
Module 2: Hypothesis Testing	Null & Alternate Hypothesis, T-test, P-test, ANOVA, Chi-Square, Excel Case Study	CO1	15 hrs
Module 3: Correlation and Regression	Spearman's Rank, Karl Pearson's, Probable Error, Regression Lines	CO2, CO3	7 hrs
Module 4: Time Series Analysis	Objectives, Components, Moving Averages, Least Squares	CO4	8 hrs
Module 5: Interpolation	Newton's Method, Parabolic Curve, Binomial Expansion, Lagrange Interpolation	C05	16 hrs

Teaching and Learning Approach
Interactive lectures, flipped classroom, peer teaching, project-based learning, invited lectures, case discussions, field studies, and online learning.

Mode of Assessment

Assessment Type	Methods
A. Continuous Comprehensive Assessment (CCA)	- Quizzes - Oral presentations - Peer assessments - Open-book tests - Problem-based assignments - Field study reports - Group discussions
B. End Semester Examination (ESE)	- Written tests - MCQs - Open-book exams - Case studies - Individual and team project reports

References
- Alan Anderson & David Semmelroth, Statistics for Big Data for Dummies
- S.K. Shinde & Uddagiri Chandrasekhar, Data Mining and Business Intelligence
- Ken Black, Applied Business Statistics
- Joseph Schmuller, Statistical Analysis with Excel for Dummies

COURSE 5: Indian Systems of Health and Wellness

Course Title	Indian Systems of Health and Wellness
Programme	Management Studies
Type of Course	Multidisciplinary Elective Course
Course Code	24UBBAMDE101
Course Level	1
Credits / Hours	2 Credits (2 Lecture + 0 Tutorial + 0

	Practical)

Course Summary

This course emphasizes the significance of a healthy lifestyle by educating students on physical and mental well-being. It raises awareness about lifestyle-related diseases and equips students with strategies for stress management.

Course Outcomes (CO)

CO No.	Expected Course Outcome	Learning Domains	PO No.
CO1	Explain the concept of health, wellness, and its implications	Understand	PO1, PO3
CO2	Demonstrate knowledge of well-being and healthy behavior	Understand	PO1

Course Content

Module	Topics	CO	Hours
Module 1: Introduction to Health & Wellness	Definition, Importance, Components (Physical, Social, Mental, Spiritual), Workplace Wellness	(CO1)	10
Module 2: Mind-Body and Well-Being	Mind-Body Connection, Digital Well-being	(CO2)	10
Module 3: Deficiency & Diseases	Malnutrition, Body Systems, Lifestyle Diseases	(CO1)	5
Module 4: Indian System of Well-being	AYUSH Systems, Indigenous Health Perspectives	(CO2)	5

Teaching and Learning Approach

• Interactive sessions by health/medical/Ayush practitioners
• Student projects on mental/physical wellness

Mode of Assessment

A. Continuous Comprehensive Assessment (CCA):

• Assignments, Oral Presentations, Group Discussions

B. End Semester Evaluation (ESE):

• Group Project Presentation (15 marks for report, 20 for presentation)

Suggested Project Topics

- Mental Health and Wellness

- Role of AYUSH in Modern Healthcare

- Lifestyle Diseases and Prevention

- Mind-Body Connection in Health

References

- Carr, A. Positive Psychology: The Science of Happiness

- C. Nyambichu & Jeff Lumiri, Lifestyle Disease Managements

COURSE 6 : Environmental Science and Sustainability

Programme	BBA/ BBA (HONOURS) / BBA (HONOURS WITH RESEARCH)
Course Name	Environmental Science and Sustainability
Type of Course	VALUE ADDED COURSE
Course Code	24UBBAVAC101
Course Level	1
Credits	2

Course Summary

This course aims to familiarize students with fundamental environmental concepts and their relevance to business operations, preparing them to address forthcoming sustainability challenges. It equips students with the knowledge and skills needed to make decisions that account for environmental consequences, fostering environmentally sensitive and responsible future managers.

Course Objectives

• Familiarize students with basic environmental concepts, their relevance to business operations, and forthcoming sustainability challenges.

• Equip students to make decisions that consider environmental consequences.

• Enable future business graduates to become environmentally sensitive and responsible managers.

Course Structure

Lecture	Tutorial	Practical	Others	Total Credits
2	0	0	0	2

CO No.	Expected Course Outcome	Learning	PO No.	

		Domains		
1	Understand the basic environmental concepts and issues relevant to the business and management field.	U, R	Y1- PO1, 6,10	
2	Recognize the interdependence between environmental processes and socioeconomic dynamics.	U, An	Y1- PO3, 6	
3	Determine the role of business decisions, policies, and actions in minimizing environmental degradation.	E	Y1- PO3, 1	
4	Identify possible solutions to curb environmental problems caused by managerial actions.	An, E	Y1- PO4, 1	
5	Develop skills to address immediate environmental concerns through changes in business operations, policies, and decisions.	A, C	Y1- PO4, 10	

Course Outcomes

Course Content

Module	Course Description	CO No.	Hours
1	Understanding Environment, Natural Resources, and Sustainability: Fundamental environmental concepts, man-environment relationship, natural resource management, sustainability.	CO1	5
2	Ecosystems, Biodiversity, and Sustainable Practices: Natural ecosystems, biodiversity, conservation strategies, ecosystem resilience.	CO2	5
3	Social Issues, Legislation, and Practical Applications: Environmental legislation, business role in sustainability, environmental ethics, pollution control laws.	CO2	10
4	Solid waste management, disaster rehabilitation, and sustainable development goals.	CO3	10

Mode of Assessment

A. Continuous Comprehensive Assessment (CCA):

Sl. No	Component	Marks
1	Internal Exam (MCQs)	10
2	Assignment/Dossier	5

B. End Semester Evaluation (ESE):

Sl. No	Component	Marks
1	Project Presentation (Report & Viva Voce)	35

SEMESTER 2

COURSE - 7: Human Behaviour and Organisation

Discipline/Programme	Management Studies
Semester	2
Type of Course	Core Course (CC)
Course Code	24UBBACCR105
Course Level	1
Credits	4
Lecture Hours	3
Tutorial Hours	1
Practical Hours	0
Total Credits	4
Total Hours	60

Course Summary

This course will cover principles and concepts to understand how individuals interact with each other and their environment in organizational contexts. Students will explore topics such as motivation, perception, personality,leadership, group decision-making, culture, and conflict resolution through a blend of theoretical frameworks and real-world applications.

CO No.	Expected Course Outcome	Learning Domains	PO No.
1	To develop basic understanding of the concept of human behavior and organization.	Understand	PO1,6
2	To highlight the importance of OB in modern organizations.	Understand	PO1,2
3	To understand individual and group behavior in the workplace to improve the effectiveness of an organization.	Analyze	PO2,3
4	Develop innovative marketing solutions through new product development and modern marketing strategies.	Create	PO1,5
5	Demonstrate practical marketing skills by applying concepts in real-world scenarios.	Apply	PO2,5

Course Content

Module	Units	Description	COs	Hours

Module 1	1.1	Organisation & Behaviour	CO 1	3
	1.2	Organisation Design	CO 1	3
	1.3	Organisation Culture	CO 1	3
	1.4	Organisation Communication	CO 2	3
Module 2	2.1	Nature & Types of Groups and Teams	CO 3	3
	2.2	Determinants of Group Behaviour	CO 3	3
	2.3	Typical Teams in Organizations	CO 3	3
	2.4	Leadership and Motivation	CO 3	5
Module 3	3.1	Attitude	CO 1	3
	3.2	Values	CO 1	2
	3.3	Perception	CO 1	3
	3.4	Perception & Organizational Behaviour	CO 1	4
Module 4	4.1	Power & Politics	CO 2	3
	4.2	Ethics in Power & Politics	CO 2	3
	4.3	Conflict	CO 3	4
Module 5	5.1	Negotiation	CO 4	6
	5.2	Stress Management	CO 5	6

Mode of Assessment

Assessment Type	Mode	Examples
A. Continuous Comprehensive Assessment (CCA)	Formative Assessment	Quiz, Oral Presentation, Self and Peer assessments, Written test, Open book test, Problem-based assignment, Field study report, Group discussion
Practicum	Experiential Learning	Presentations, Observation of practical skills, Field Visits, Surveys, Interviews, Case study, Focus groups, Qualitative techniques
B. End Semester Examination (ESE)	Summative Assessment	Written test, Standardized Test (MCQ), Open book, Problem-based assignments, Individual or Team project report, Case Study

COURSE - 8: Marketing Management

Course Structure

Discipline/Programme	Management Studies
Semester	2
Type of Course	CC
Course Code	24UBBACCR106
Course Level	1
Pre-requisite	None
Course Level	1
Credit	4
Total Hours	60

Course Summary

Marketing management course is designed to help undergraduate students gain a broad, foundational understanding of the basic components of modern marketing. This course aims to familiarize students with the marketing function in organizations. It will equip the students with understanding of the Marketing Mix elements and sensitize them to certain emerging issues in Marketing. The course is intended to bring in key principles and activities crucial for the role that marketing has in an organization.

CO No.	Expected Course Outcome	Learning Domains	PO No.
1	Develop understanding about marketing management concepts and frameworks,and apply these to a new or existing business.	Understand, Apply	PO 1,2,6
2	Develop skills to analyze and synthesize information and derive insights related to marketing management, from several perspectives	Analyze, Synthesize	PO1, 4, 6
3	It also explores best practices in managing marketing activities within an organization and how to measure the impact on demand and attempt to forecast and influence its future levels, magnitude and timing.	Evaluate, Create	PO1 ,3,5

Course Content

Module	Units	Description	COs	Hour's
Module 1: Introduction to Marketing	1.1	Nature, Scope and Importance of Marketing	CO1	1
	1.2	Evolution of Marketing	CO1	1
	1.3	Core Marketing Concepts	CO1	2
	1.4	Company Orientation: Production Concept Product Concept Selling Concept Marketing Concept Holistic Marketing Concept	CO1	2
	1.5	Marketing Environment (Indian Context): Demographic Environment, Economic Environment, Political Environment, Legal Environment, Socio-cultural Environment, Technological Environment	CO2	3
	1.6	Market and Competition Analysis	CO2	2
	1.7	Creating and Delivering Customer Value	CO1,CO2	2
	1.8	Types of Marketing: B2C (Business to Consumer)	CO1	1

		B2G (Business to Government) B2B (Business to Business) C2C (Consumer to Consumer)		
Module 2: Segmentation, Targeting and Positioning	2.1	Concept of Segmentation, Targeting and Positioning	CO1, CO2	
	2.2	Levels of Market Segmentation	CO1	2
	2.3	Basis for Segmenting Consumer Markets	CO1	1
	2.4	Consumer Behavior The Rise of Consumer Democracy, Stimulus- Response Model of Consumer Behavior, Buyer's Cultural, Social, Personal, and Psychological Characteristics (Indian context)	CO2	2
	2.5	Consumer Buying Decision Process	CO2	2
	2.6	Business Customer's Buying Decision Process	CO2	1
	2.7	Traditional vs. Experiential Marketing's View of Customer	CO1,3	1
Module 3:Product, Price, Promotion and Distribution Decisions	3.1	Product Decisions: Concept of Product Life Cycle (PLC) PLC Marketing Strategies Product Classification Product Line Decision Product Mix Decision Branding Decisions Packaging & Labelling	CO1,3	4
	3.2	Portfolio Approach – Boston Consulting Group (BCG) Matrix	CO2,3	2
	3.3	Introduction to Brand Management	CO1,3	1
	3.4	Innovation and New Product Development	CO1,3	2
	3.5	Pricing Decisions: Determinants of Price Pricing Methods (Non-mathematical treatment) Adapting Price	CO1,3	3
	3.6	Promotion Decisions:Factors Determining Promotion Mix Promotional Tools: Advertisement, Sales Promotion, Public Relations & Publicity, Personal Selling	CO1,3	3
	3.7	Marketing Channel Decisions: Channel Functions	CO1,3	3

		Channel Levels Types of Intermediaries: Wholesalers and Retailers Introduction to Retail Management		
Module 4: New Product Development and Modern Marketing	4.1	Marketing of Services: Unique Characteristics of Services Marketing Strategies for Service Firms – 7Ps	CO1,3	3
	4.2	Contemporary Issues in Marketing: E-commerce Digital Marketing Ethics and Social Responsibility in Marketing Integrated Marketing Online Payments Rural Marketing Social Marketing Green Marketing (Introductory Aspects Only)	CO1,2,3	4
Module 5: Experiential Learning	5.1		CO1,2,3	10

Mode of Assessment

Assessment Type	Details
Continuous Comprehensive Assessment (CCA)	Theory: • Quiz, oral presentation, self and peer assessments, written test, open book test, problem-based assignment, field study report, group discussion. • Additional methods as required by the faculty. Practicum: • Experiential learning, presentations, observation of practical skills, field visits, surveys, interviews, case studies, focus groups, qualitative techniques. • Additional methods as required by the faculty.
End Semester Examination (ESE)	Theory: • Written test, standardized test (MCQ), open book, problem-based assignments, individual project report, team project report, case study.

COURSE - 9: Managerial Economics

Course Name	Managerial Economics
Discipline/Programme	Management Studies
Semester	2
Type of Course	CC
Course Code	24UBBACCR107
Course Level	1
Lecture/Tutorial/Practical Hours	3/1/0
Total Credits	4
Theory	4
Practical	0

Pre-requisite	None
Total Hour	60

Course Summary

This course provides a comprehensive understanding of economic principles and their application in managerial decision-making. It covers demand, consumption, production, and cost theories, along with insights into various market structures and pricing strategies. Students will learn to analyze economic indicators, forecast demand, and evaluate market conditions, equipping them with analytical skills to make effective business decisions in dynamic environments.

COURSE OUTCOME

Course Content

CO No.	Expected Course Outcome	Learning Domains	PO No.
1	Understand the basic concepts, features, and objectives of managerial economics and its role in business decision-making.	U	PO 1,6
2	Explain the theory of demand, elasticity, and demand forecasting methods for business applications.	A	PO1, 2
3	Describe consumption theories and apply indifference curve analysis in decision-making.	A	PO1, 5
4	Analyze production and cost concepts, laws of production, supply, and economies of scale.	An	PO1, 3
5	Differentiate between various market structures and their impact on pricing and competition.	An	PO1,4,6

- Managerial Economics

Module	Unit	Topic	Course Outcome	Hour's
MODULE 1: Introduction to Managerial	1.1	Meaning of Managerial Economics	Co1	1
	1.2	Definition and Features of	Co1	1

Economics		Managerial Economics		
	1.3	Objectives of Managerial Economics	Co 2	1
	1.4	Practical uses of Managerial Economics	Co 2	2
	1.5	Role of Business Economist in Modern Business	Co 3	2
	1.6	Understanding the relationship between Budget, GDP, GNP, and BOP, Inflation, Deflation	Co 3	3
MODULE 2: Theory of Demand	2.1	Meaning of Demand	Co3	0.5
	2.2	Determinants of Demand	Co3	1
	2.3	Demand Schedule	Co3	0.5
	2.4	Demand Curve	Co3	0.5
	2.5	Law of Demand	Co2	1
	2.6	Exceptions to the Law of Demand	Co2	1
	2.7	Shifts in Demand	Co2	1
	2.8	Movements in Demand	Co2	0.5
	2.9	Elasticity of Demand	Co2	1
	2.10	Price Elasticity of Demand	Co2	1
	2.11	Income Elasticity of Demand	Co2	1
	2.12	Cross Elasticity of Demand	Co2	1
	2.13	Demand Forecasting: Meaning and Objective	Co2, Co3	1
	2.14	Survey Method for Demand Forecasting	Co2, Co3	1
	2.15	Statistical Method for Demand Forecasting	Co2, Co3	1
MODULE 3: Theory of Consumption	3.1	Consumption - Meaning and Features	Co4	1
	3.2	Types of Consumption	Co4	1
	3.3	Gossen's First Law	Co4	1.5
	3.4	Gossen's Second Law	Co4	1
	3.5	Ordinal Approach - Hicks and Allen Model	Co4, Co5	2
	3.6	Application of Indifference Curves	Co4, Co5	1.5
MODULE 4: Theory of Production and Cost	4.1	Meaning of Production Function	Co5	1
	4.2	Classification of Production Factors	Co5	1
	4.3	Short-run Production - Law of Variable Proportion	Co5	2
	4.4	Long-run Production – Returns to Scale	Co5	2
	4.5	Economies of Scale & Diseconomies of Scale	Co5	2
	4.6	Supply - Meaning and Determinants	Co4	1
	4.7	Law of Supply	Co4	1
	4.8	Types of Costs: Total & Average	Co5	2
MODULE 5: Market Structure	5.1	Revenue: Meaning and Classification	Co5	2

	5.2	Perfect Competition: Meaning and Features	Co4	2
	5.3	Monopoly: Meaning and Features	Co4	2
	5.4	Price Discrimination & Degrees	Co4	2
	5.5	Monopolistic Competition: Meaning and Features	Co4, Co5	2
	5.6	Oligopoly: Meaning and Features	Co5	2
	5.7	Kinked Demand Curve	Co5	2
	5.8	Duopoly: Meaning and Features	Co5	2

Mode of Assessment

Assessment Type	Mode	Examples
A. Continuous Comprehensive Assessment (CCA)	Formative Assessment	Quiz, Oral Presentation, Self and Peer assessments, Written test, Open book test, Problem-based assignment, Field study report, Group discussion
Practicum	Experiential Learning	Presentations, Observation of practical skills, Field Visits, Surveys, Interviews, Case study, Focus groups, Qualitative techniques
B. End Semester Examination (ESE)	Summative Assessment	Written test, Standardized Test (MCQ), Open book, Problem-based assignments, Individual or Team project report, Case Study

COURSE - 10 Emerging Technologies and Applications

Course Title	Emerging Technologies and Applications
Discipline/Programme	Management Studies
Semester	2
Type of Course	SEC
Course Code	24UBBASEC101
Course Level	1
Lecture/Tutorial/Practical Hours	2/0/2
Total Credits	2
Theory	2
Practical	0
Total Hours	30

CO No.	Expected Course Outcome	Learning Domains	PO No.
1	To provide a comprehensive understanding of emerging technologies such as block chain, IoT, cloud computing, robotics, AR/VR, etc.	U	PO 1,6
2	To explore the applications, implications, and strategic advantages of emergingtechnologies in business for competitive advantage.	An,A	PO1, 3,6

Course Content

Module	Units	Description	COs	Hours
Module 1: Introduction to AI Tools for Managers	1.1	Introduction to AI and its applications in business	CO1	2
	1.2	Benefits of using AI for problem-solving	CO2	2
	1.3	Different types of AI tools used in business, such as chatbots, predictive analytics, and natural language processing	CO1	3
Module 2: Implementing AI Tools in Business	2.1	Getting started with implementing AI tools in business	CO1	3
	2.2	Stakeholders in business and their roles in AI implementation	CO1	3
	2.3	Industry updates and examples of AI implementation in business	CO1	3
Module 3: Application of AI Tools for Decision Making	3.1	Analysis of large datasets	CO3	3
	3.2	Use of Python libraries: Supervised Machine Learning – Linear Regression, Decision Tree	CO3	3
	3.3	Case studies	CO3	3
Module 4: Ethical Considerations and Future of AI	4.1	Ethical considerations in AI	CO4	2
	4.2	Future trends in AI: Democratization of AI, Human-AI Collaboration, Explainable AI	CO5	3
Module 5: Practical	5.1	Utilizing ChatGPT Practicum: Free vs. Paid License, Prompt Engineering Overview, Text Generation, Translation, Question Answering, Code Generation, Exploring Limitations of LLM (Factual Accuracy, Bias), LLM Parameters	CO5	15

		(Temperature, Top-p)		

Mode of Assessment

Assessment Type	Mode	Examples
A. Continuous Comprehensive Assessment (CCA)	Formative Assessment	Quiz, Oral Presentation, Self and Peer assessments, Written test, Open book test, Problem-based assignment, Field study report, Group discussion
Practicum	Experiential Learning	Presentations, Observation of practical skills, Field Visits, Surveys, Interviews, Case study, Focus groups, Qualitative techniques
B. End Semester Examination (ESE)	Summative Assessment	Written test, Standardized Test (MCQ), Open book, Problem-based assignments, Individual or Team project report, Case Study

Practical:

• Practical-based assessment, record.

• Additional methods as required by the faculty.

COURSE - 11 – Media Literacy and Critical Thinking

Discipline/Programme	Management Studies
Semester	2
Type of Course	MDE
Course Code	24UBBAMDE102
Course Title	Media Literacy and Critical Thinking
Course Level	1
Course Summary	This course provides a comprehensive overview of Media Management, spanning key concepts and perspectives. Covering the fundamentals of management and organizational structures in print, broadcast, film, and new media, it explores media convergence and various ownership models. The economic aspects of print and electronic media, along with insights into government-supported electronic media, are discussed.
Lecture/Tutorial/Practical Hours	1/0/2
Credits	Total: 2
Pre-requisite, if any	

CO No.	Expected Course Outcome	Learning Domains *	PO No
1	Identify and utilize various digital marketing channels and techniques.	Understand	PO1,6
2	Develop a social media strategy	Create	PO1,2

	aligned with business goals and target audience.		
3	Create and manage effective online advertising campaigns.	Create	PO1,2
4	Analyse and measure the effectiveness of digital marketing efforts.	Analyse	PO1,5

COURSE CONTENT

Module	Units	Description	Hours
Module 1	1	Media Management: Concept and Introduction to Media Management and Organizational Structures	5
	2	Organizational structure types: Print, Broadcast, Film, New Media, Media convergence	4
	3	Types of media ownership: Chain, Conglomerate, Cross media, etc. - Advantages & Disadvantages	3
	4	Greiner's development model, Growth stages, Crisis management	3
Module 2	1	Economics of print and electronic media: Theories, Economic thought	5
	2	Issues in media economics: Policy, advertising, competition	5
	3	Financial Management and Control in Media Operations	3
Module 3	1	Economic and Administrative concerns in Govt-supported media: AIR, Doordarshan	3
	2	Government Media Interface (GMI): Functions, Challenges	5
	3	Policies, Regulations, Ethics, Licensing, FDI	5
Module 4	1	Issues & Challenges: Pricing, Production, Distribution	3
	2	Paid News: Definition, Impact, Challenges	3
Module 5	1	Cultural context of media management, media consumption & production environments	5
	2	Employee participation: Cooperation, Coordination	5
	3	Impact of new technology on content creation, workflow, opportunities	5

Assessment Type	Mode	Examples
A. Continuous Comprehensive Assessment (CCA)	Formative Assessment	Quiz, Oral Presentation, Self and Peer assessments, Written test, Open book test, Problem-based assignment, Field study report, Group discussion
Practicum	Experiential Learning	Presentations, Observation of practical skills, Field Visits, Surveys, Interviews, Case study, Focus groups, Qualitative techniques
B. End Semester Examination	Summative Assessment	Written test, Standardized

(ESE)		Test (MCQ), Open book, Problem-based assignments, Individual or Team project report, Case Study

REFERENCES

1. Vinita Kohli Khandeka (2017), Indian Media Business, Sage.
2. Pradip Ninan Thomas (2010), Political Economy of Communications in India, Sage.
3. Lucy Kung (2008), Strategic Management in Media, Sage.
4. Dennis F. Herrick (2012), Media Management in the Age of Giants, Surjeet Publication.
5. Jennifer Holt and Alisa Perren (Eds.) (2009).

COURSE - 12: Indian Constitution

Discipline/Programme	Management Studies
Semester	2
Type of Course	VAC
Course Code	24UBBAVAC102
Course Level	1
Lecture/Tutorial/Practical Hours	2/0/0
Total Hours	30
Credits: Total - 2 | Theory - 2 | Practical - 0	

Course Description

This course offers a unique perspective on the Constitution of India, focusing on its economic dimensions and impact on business. It delves into the historical and ideological underpinnings of the Constitution as an economic document, tracing its evolution from post-colonial economic governance to contemporary debates. Students explore constitutional battles over land reforms, economic liberalization, and fiscal federalism, gaining insights into competing economic ideologies and interests. Through case studies and legal analysis, they examine fundamental rights related to business, fiscal federalism, and constitutional issues shaping India's economic landscape.

By the end of the course, students will develop a nuanced understanding of the Constitution's role in shaping economic policies and its implications for business practices, equipping them with valuable insights for careers in business management and policy advocacy.

Course Objectives

Develop an understanding of the Indian Constitution beyond legal and political lenses, emphasizing its significance for business students.

Recognize the importance of comprehending constitutional basics and their impact on trade, economy, and business practices.

Analyze the inclusion of economic justice in the preamble and its implications for post-colonial economic policies.

Explore the legal history of competing claims between economic development and principles of equity and justice in India.

Examine the transition from state-led industrialization to liberalization, highlighting the constitutional underpinnings of these economic shifts.

Investigate the constitutional provisions relevant to business, such as the fundamental right to practice any profession, occupation, trade, or business as enshrined in Article 19.

Course Outcomes

CO No.	Expected Course Outcome	Learning Domains *	PO No
1	Students of the BBA programme get equipped with a knowledge of the Indian Constitution, particularly from the perspective of economic governance and business	U	PO1, PO4
2	They begin to develop a nuanced analytical framework about ongoing constitutional debates and battles which affect the domain of business	An	PO1, PO4
3	Investigate the constitutional provisions relevant to business, such as the fundamental right to practice any profession, occupation, trade, or business as enshrined in Article 19	A	PO1, PO4
4	Developing a sense of how questions of economic growth have to be balanced with other constitutional commitments, including social and economic justice	A	PO1, PO4

COURSE CONTENT

Module	Units	Description	Hours	COs
Module 1	Unit 1	An Economic History of the Constitution of India	2	CO1
	Unit 2	Understanding the Preamble, key economic moments in constitutional history	2	CO1
	Unit 3	Constitutional design	1.5	CO1
	Unit 4	Legal Regulation and economic justice	1.5	CO1
Module 2	Unit 1	Introduction to Fundamental Rights and Business	2	CO1
	Unit 2	Article 19(1)(g): Right to profession, trade, or business	2	CO1
	Unit 3	Fundamental Duties and Business Ethics	1.5	CO1
	Unit 4	Connection between Fundamental Rights and Duties in business	1.5	CO1
Module 3	Unit 1	Introduction to Fiscal Federalism	2	CO2
	Unit 2	Vertical Fiscal Imbalance	2	CO2
	Unit 3	Article 280: Finance Commission	2	CO2
	Unit 4	Challenges and Reforms in Fiscal Federalism	2	CO2
Module 4	Unit 1	Legal Challenges to Environmental and Business Policies	2	CO2
	Unit 2	Regulation of Telecom and Media	2	CO2
	Unit 3	Financial Policies and Constitutional Questions	2	CO2
	Unit 4	Cryptocurrencies and Constitutional Freedoms	2	CO2

MODE OF ASSESSMENT

Assessment Type	Details
Continuous Comprehensive Assessment (CCA)	Quiz, Oral Presentation, Self and Peer assessments, Written test, Open book test, Problem based assignment, Field study report/Group discussion.
Practicum	Experiential learning, Presentations, Observation of practical skills, Field Visits, Surveys, Interviews, Case study, Focus group, Qualitative techniques.
End Semester Examination (ESE)	Written test/MCQ/Open book/Problem-based assignments/Individual project report/Team project report, Case Study.

COURSE - 13 Business Communication – II

Discipline/Programme	Management Studies
Semester	2
Type of Course	AEC

Course Code	24UBBAAEC102
Course Title	Business Communication – II
Course Level	1
Total hour	45

Course Objectives

6. To understand the concept, process, and importance of business communication with a strategic imperative.
7. To help students in understanding the basic principles and techniques of various workplace communication including digital communication skills.
8. To train students to acquire and master intra and interorganizational communication.
9. To train students for communicating effectively for the purpose of gaining employment.

Course Summary

Lecture Hours	Tutorial Hours	Practical Hours	Total Credits
2	1	0	3

Course Outcomes (CO)

CO No.	Expected Course Outcome	Learning Domains	PO No
1	Apply the skills for writing various workplace written communications.	A	PO1,PO3
2	Effectively analyze and evaluate Business Reports.	An	PO1,PO3
3	Demonstrate competence in delivering impressive PowerPoint presentations.	A	PO7,PO8
4	Create objective and succinct Resumes and be prepared to perform optimally in Job Interviews.	C	PO7,PO8

Modules Overview

Module	Unit	Description	Hours	COs
Module 1	Unit 1	Introduction to Intra-organizational and Inter-departmental Communication – formats, tone, and structure. Importance of clarity and conciseness in professional writing.	2	CO1
	Unit 2	Workplace Correspondence – drafting memos, notices, circulars, and internal communications using proper templates.	2	CO1
	Unit 3	Email Etiquette – crafting professional	2	CO1

		emails, subject lines, attachments, and responses. Common mistakes and best practices.		
	Unit 4	Report Writing – structure of formal reports, writing executive summaries, analysis, findings, and recommendations. Overview of Corporate Communication and its strategic role.	2	CO1
Module 2	Unit 1	Basics of Oral Communication – verbal and non-verbal cues, tone modulation, audience analysis.	2	CO2
	Unit 2	Professional Conduct – business etiquette, time management, conflict resolution, and integrity in communication.	2	CO2
	Unit 3	Team Work – collaboration, active listening, constructive feedback, communication in group settings.	2	CO2
	Unit 4	Appraisals and Interviewing Skills – techniques for conducting and participating in appraisals and interviews as both interviewer and interviewee.	2	CO2
Module 3	Unit 1	Fundamentals of Negotiation – preparation, BATNA (Best Alternative to a Negotiated Agreement), and closing a deal.	2	CO3
	Unit 2	Persuasion and Influencing – techniques for convincing and handling objections during negotiation.	1.5	CO3
	Unit 3	Cross-Cultural Communication – understanding cultural differences, Hofstede's dimensions, and their impact on workplace interaction.	1.5	CO3
	Unit 4	Intercultural Workplace Communication – managing diverse teams, overcoming communication barriers, and fostering inclusivity.	2	CO3
Module 4	Unit 1	Contemporary Digital Tools – use of communication platforms (Slack, Teams, Zoom), email marketing, internal CRMs.	2	CO4
	Unit 2	Job Search Strategies – using job portals, networking via LinkedIn, personal branding techniques.	1.5	CO4
	Unit 3	Resume and Cover Letter Writing – tailoring to job roles, keywords, formatting, and avoiding common errors.	2	CO4
	Unit 4	Employment Interviews – types (HR, technical, panel, behavioral), mock interview practice, and post-interview etiquette.	1.5	CO4

Mode of Assessment

Mode of Assessment

Assessment Type	Mode	Examples
A. Continuous Comprehensive Assessment (CCA)	Formative Assessment	Quiz, Oral Presentation, Self and Peer assessments, Written test, Open book test, Problem-based assignment, Field study report, Group discussion
Practicum	Experiential Learning	Presentations, Observation of practical skills, Field Visits, Surveys, Interviews, Case study, Focus groups, Qualitative techniques
B. End Semester Examination (ESE)	Summative Assessment	Written test, Standardized Test (MCQ), Open book, Problem-based assignments, Individual or Team project report, Case Study

Teaching and Learning Approach

nteractive lectures, flipped classroom, Lecture-based Learning, Project-Based Learning, Experiential Learning, Peer Teaching, invited lecture, group discussions, Discussion-based Learning, Inquiry-Based Learning, Field based collection and interactions, Online Learning, Blended Learning, and other innovative learning approaches.

SEMESTER 3

COURSE 14: Cost and Management Accounting

Discipline/Programme	Management Studies	Semester	3
Type of Course	CC	Course Code	24UBBACCR201
Course Title	Cost and Management Accounting		
Course Level	2	Lecture/Tutorial/Practical Hours	3/1/0
Credits - Total	4	Theory	4
Practical	0	Pre-requisite, if any	
Total Hour	60		

Course Summary

At the end of this course, students will be able to compute, interpret and appraise financial performance and acquire a reasonable knowledge in accounts. In addition to that, a fair understanding of assessing the financial position and adaptability as guided by financial statement analysis, particularly using financial and accounting ratios.

Course Outcomes (CO)

CO No.	Expected Course Outcome	Learning Domains	PO No
1	To familiarize the learners with the basic concepts and processes used to determine product costs and ascertain Material, Labour and Overhead cost.	K, U, A	PO1, PO2
2	To enrich the knowledge of the learners in knowing and applying various tools like ratio analysis, cash flow statement, marginal costing for analysing the financial statements for managerial information	A, E	PO1, PO2
3	To provide with the basic understanding of budgetary control	A, E	PO1, PO2
4	To develop the knowledge of the learners to understand and prepare a management report.	E	PO1, PO2

Course Content

Content for Classroom Transaction (Units)

Module	Units and Description	Hours	COs
Module 1	1.1 Introduction to Cost and Management Accounting: Definitions, Features, Objectives, Functions, Scope, Advantages, Limitations	3	CO1
	1.2 Relationship and differences between Cost accounting, Management accounting, and Financial Accounting		CO1

	1.3 Cost Concepts: Cost Classification, Elements of Cost, Preparation of Cost Sheet and Quotation		CO1
	1.4 Material Cost: Direct and Indirect Material Cost, Inventory Control Techniques (Stock Levels, EOQ, ABC Analysis)		CO1
	1.5 Issue of Materials to Production: Pricing Methods (FIFO, LIFO, Average Method)		CO1
	1.6 Labor Cost: Direct and Indirect Labor Cost, Methods of Payment of Wages (Including Incentive Plans - Halsey and Rowan Plans, Tailors Piece Rate Method)		CO1
	1.7 Overheads: Features, Classification, Methods of Allocation and Apportionment, Primary and Secondary Distributions		CO1
Module 2	2.1 Marginal Costing: Meaning, Importance, Marginal Cost Equation, Difference between Marginal Costing and Absorption Costing		CO2
	2.2 Break Even Analysis: Meaning, Break Even Chart, P/V Ratio, Cost Volume Profit Analysis, Margin of Safety, Angle of Incidence		CO2
	2.3 Budgets: Meaning, Importance, Budgetary Control, Types of Budgets		CO2
	2.4 Practical Problems on Flexible Budget and Cash Budget		CO2
Module 3	3.1 Comparative Income Statements and Balance Sheets		CO3
	3.2 Common Size Income Statements and Balance Sheet Analysis		CO3
	3.3 Trend Analysis		CO3
Module 4	3.4 Ratio Analysis: Introduction, Classification, and Interpretation of Ratios (Liquidity, Solvency, Proprietary, Profitability, Leverage, Turnover)		CO4
	4.1 Cash Flow Statement: Concept of Cash, Sources of Cash Flow, Cash from Operations, Financing, and Investment		CO4
	4.2 Preparation of Cash Flow Statements with Adjustments		CO4
	4.3 Management Reporting: Meaning, Definitions, Objectives and Purpose of Reports		CO4
	4.4 Reports to Top and Lower Level Management, Sample Reports		CO4

Mode of Assessment

Assessment Type	Description
A. Continuous Comprehensive Assessment (CCA)	Quiz, Oral Presentation, Self and Peer assessments, Written test, Open book test, Problem based assignment, Field study report/Group discussion, and other methods as required.
Practicum	Experiential learning, Presentations, Observation of practical skills, Field Visits, Surveys, Interviews, Case study, Focus group, Qualitative techniques, etc.
B. End Semester Examination (ESE)	Written test/Standardized Test (MCQ)/Open book/Problem based assignments/Individual or Team project reports, Case Study.

References

• Arora, M. N. Cost and Management Accounting, Himalaya Publishing House
• Jain, S.P., & Narang, K.L. Cost Accounting. Principles and Practice, Kalyani Publishers
• Kishor, R.M. Cost and Management Accounting, Taxman Allied Services
• Pillai, R.S.N, Bagavathi, V., Cost Accounting, Sultan Chand
• Arora, M.N. Management Accounting, Himalaya Publishing House
• Lal, J., Srivastav, S., Singh, M. Cost Accounting

COURSE- 15 LEGAL AND ETHICAL ISSUES IN BUSINESS

Discipline/Programme	Management Studies
Semester	3
Type of Course	CC
Course Code	24UBBACCR202
Course Title	LEGAL AND ETHICAL ISSUES IN BUSINESS
Course Level	2
Total Hours	60

Course Summary

The course deals with the ethics and values associated with various cultures. It also provides an overview of the difficulties in ethical decision-making and introduces various aspects of managing workplace dynamics. Today's managers must necessarily concern themselves with ethical issues, as unethical behaviour creates legal risks and damages businesses, employees, and consumers.

Lecture/Tutorial/Practical Hours : 3/1/0

Credits

Total	4
Theory	4 | Practical: 0

Pre-requisite, if any

Course Outcomes (CO)

CO No.	Expected Course Outcome	Learning Domains	PO No
1	To provide students with an understanding of key legal and ethical issues in the business context of India	Understand	PO4
2	To help students analyze ethical dilemmas in business decisions	Understand	PO2
3	To help students understand the legal and regulatory aspects of business ethics concerning	Apply	PO5

	financial, competitive, and charitable responsibilities of organisations		
4	To provide knowledge on how organizational and individual factors impact business ethics	Analyse	PO6, PO8

Course Content

Module	Units	Description	Hours	COs
Module 1	1.1	Business law – definition, scope, importance; Elements of a contract		CO1
	1.2	Essentials of a valid contract; Types of contracts; Performance obligations		CO1
	1.3	Types of contract breaches and remedies; Product liability and consumer protection laws		CO1
	1.4	Business torts; Employment law		CO1
Module 2	2.1	Formation of Sales Contract; Leasing Goods; Risk of loss; Warranties and Product liability		CO2
	2.2	Introduction to Negotiable Instruments, Negotiability, Negotiation		CO2
	2.3	Liability and discharge; Bank customer relations/Electronic Fund Transfers		CO2
Module 3	3.1	Definition and importance of business ethics in the Indian context		CO3
	3.2	Institutionalization of Business Ethics; Benefits of Ethical Conduct		CO3
	3.3	Ethical Issues, Stakeholder Concerns; Corporate social responsibility		CO3
	3.4	Business Ethics in marketing, finance & HR		CO3
	3.5	Ethical responsibilities of MNCs; Global ethical dilemmas		CO3
Module 4	4.1	Philosophical approaches to ethical decision making		CO4
	4.2	Moral & Legal aspects; Ethics in Bhagavad Gita, Arthashastra		CO4
	4.3	Swami Vivekanand on Ethics; Message to the youth		CO4
	4.4	Organizational and Individual Ethical Decision Making		CO4
	4.5	Karmyog, Indian philosophy of work ethics; Integral Humanism		CO4
	4.6	Ethical Decision-Making Frameworks		CO4
	4.7	Corporate Governance, Whistleblowing, Conflict Resolution		CO4

Mode of Assessment

Mode of Assessment

Assessment Type	Mode	Examples
A. Continuous Comprehensive Assessment (CCA)	Formative Assessment	Quiz, Oral Presentation, Self and Peer assessments, Written test, Open book test, Problem-based assignment, Field study report, Group discussion

Practicum	Experiential Learning	Presentations, Observation of practical skills, Field Visits, Surveys, Interviews, Case study, Focus groups, Qualitative techniques
B. End Semester Examination (ESE)	Summative Assessment	Written test, Standardized Test (MCQ), Open book, Problem-based assignments, Individual or Team project report, Case Study

Reference and Text Books

1. Tulsian, P. C. Business and Corporate Laws. S. Chand Publishing.

2. Fernando, A.C. Business Ethics and Corporate Governance. Pearson.

3. Bayern, S. Business Law Beyond Business. J. Corp. L., 46, 521.

4. Vivekanand, S. To the Youth of India. Advaita Ashrama.

References

1. Ratan Tata: Ethical Leadership| By: Ashok K. Dua, Sumita Rai| Ivey Publishing

2. https://scroll.in/tag/competition-commission-of-India

3. Mascarenhas, A. J. O. et al. (2019). J.R.D. Tata: Orations on Business Ethics. Rupa Publications India

4. Holloway, J. E. (2023). The Foundation of the Theory of Law and Business. Am. U. Bus. L. Rev., 12, 51.

5. Vivekanand, S. (2022) Karam Yoga: The Yoga of action. Sanage Publishing House LLP

6. Vivekanand, S. (2015): Lectures on Bhagavad Gita. CreateSpace Independent Publishing Platform

7. Laasch, O. (2022). Principles of Management. Sage Textbook

COURSE - 16 HUMAN RESOURCE MANAGEMENT

Discipline/Programme	Management Studies
Semester	3
Type of Course	CC
Course Code	24UBBACCR203

Course Title	HUMAN RESOURCE MANAGEMENT
Course Level	2
Total Hour	60

Course Summary

The course Human Resource Management provides an understanding of the human resource and the various functions of HR department in a business organisation. It gives a clear picture on the significant role of the people contributing for a successful business organisation. An understanding on Recruitment, selection, Training, performance appraisal and compensation function of HR Department.

Lecture/Tutorial/Practical Hours : 3/1/0

Credits

Total	4
Theory	4 | Practical: 0

Pre-requisite, if any

Course Outcomes (CO)

CO No.	Expected Course Outcome	Learning Domains	PO No
1	Analyse the HR planning and other operative functions of management.	Analyse	PO2
2	Evaluate the methods of recruitment and selection in relation to business requirement and its objectives.	Apply	PO2
3	Examine the various types of training and development for enhancing the employee's capability for better performance.	Analyse	PO4
4	Analyse the significance of performance appraisal, compensation, Feedback and techniques of employee retention.	Create	PO1, PO3

Course Content

Module	Units	Description	Hours	COs
Module 1	1.1	Meaning - definitions, objectives and importance of HRM		CO1
	1.2	Functions of HRM– managerial Functions – operative function		CO1
	1.3	Nature and scope of HRM		CO1
	1.4	HR manager. Role, qualification and qualities		CO1
Module 2	2.1	Meaning and importance of human resource planning		CO1
	2.2	Meaning of recruitment, selection		CO2
	2.3	Placement and training. Methods of Recruitment and Selection - Uses of tests in selection		CO3
	2.4	Talent acquisition		CO2, CO3
Module 3	3.1	Induction, Problems involved in placement		
	3.2	Training, Types of Training		CO3

	3.3	Performance Appraisal		CO4
	3.4	Modern Techniques, Human capital, emotional quotient – mentoring		CO3, CO4
Module 4	4.1	Meaning of promotion, purposes and types, promotion policy		CO4
	4.2	Transfer, need, purposes, types of transfers		CO4
	4.3	Demotion – causes of demotion		CO4
Module 5	5.1	Principles - techniques of wage fixation		CO4
	5.2	Job evaluation		CO4
	5.3	Compensation - meaning, objectives, and importance		CO4

Teaching and Learning Approach

Interactive lectures, flipped classroom, Lecture-based Learning, Project-Based Learning, Experiential Learning, Peer Teaching, invited lecture, group discussions, Discussion-based Learning, Inquiry-Based Learning, Field based collection and interactions, Online Learning, Blended Learning, and other innovative learning approaches.

Mode of Assessment

Assessment Type	Mode	Examples
A. Continuous Comprehensive Assessment (CCA)	Formative Assessment	Quiz, Oral Presentation, Self and Peer assessments, Written test, Open book test, Problem-based assignment, Field study report, Group discussion
Practicum	Experiential Learning	Presentations, Observation of practical skills, Field Visits, Surveys, Interviews, Case study, Focus groups, Qualitative techniques
B. End Semester Examination (ESE)	Summative Assessment	Written test, Standardized Test (MCQ), Open book, Problem-based assignments, Individual or Team project report, Case Study

Practicum:

Experiential learning, Presentations, Observation of practical skills, Field Visits, Surveys, Interviews, Case study, Focus group, Qualitative techniques, Any other method as may be required for specific course by the course faculty.

Reference Text Book

1. K. Aswathappa, Organizational Behaviour, Himalaya Publications, Ninth Revised and Enlarged Edition, 2011

References

1. P. Subba Rao. (2009). Personnel and Human Resource Management. Himalaya Publishing House.

2. C.B.Gupta. (2014). Human Resource Management. Sultan chand and sons.

3. P. N. Reddy and H. R. Appannaiah. (2012). Personnel Management. Himalaya Publishing House

COURSE 17: IKS-IV: INDIAN SCIENCE, ENGINEERING AND TECHNOLOGY (PAST, PRESENT AND FUTURE)

Discipline/Programme	Management Studies
Semester	3
Type of Course	MDE
Course Code	24UBBAMDE201
Course Title	IKS-IV: INDIAN SCIENCE, ENGINEERING AND TECHNOLOGY (PAST, PRESENT AND FUTURE)
Course Level	2
Credіy	3
Total Hour	45

Course Objectives

• To familiarize learners with major sequential development in Indian science, engineering and technology.

• To review & strengthen the ancient discovery and research in physics,chemistry, maths, metallurgy, astronomy, architecture, textile, transport, agriculture and Ayurveda etc.

• To help students to trace, identify and develop the ancient knowledge systems to make meaningful contribution to development of science today

• To help to understand the apparently rational, verifiable and universal solution from ancient Indian knowledge system for the scientific, technological and holistic development of physical, mental and spiritual wellbeing.

Detailed contents:

Module	Unit	Description	Hour	COs
Module 1	Unit 1	Introduction to the Indian approach to science and research; Evolution of traditional knowledge across cultures.		CO1
	Unit 2	Traditional agricultural and water-harvesting practices; Indigenous forecasting techniques.		CO1
	Unit 3	Livestock and veterinary sciences; Village planning and traditional housing.		CO1
	Unit 4	Ayurveda and plant-based medicine; Writing tools and documentation practices in ancient India.		CO1
Module 2	Unit 1	Physics: Vaisheshika darshan, law of motion, atomic theory, time and space concepts, Bhaskaracharya's work.		CO2
	Unit 2	Chemistry: Ancient rasashala (laboratory),		CO2

		materials, techniques by Nagarjuna, Vagbhaṭa, and Yaśodhara Bhaṭṭa.		
	Unit 3	Mathematics: Contributions of Baudhayana, Aryabhaṭa, Brahmagupta, and Bhaskaracharya.		CO2
	Unit 4	Mathematical texts and their impact on Indian and global knowledge traditions.		CO2
Module 3	Unit 1	Metallurgy: Use of metals like gold, silver, copper, iron, tin, and brass in ancient India.		CO3
	Unit 2	Astronomy: Systems like Vedanga Jyotisha, Aryabhatiya, and key astronomers' contributions.		CO3
	Unit 3	Architecture: Styles such as Nagara, Dravida, Vesara; temple and cave architecture.		CO3
	Unit 4	Vernacular, Indo-Islamic, and Greco-Buddhist architecture; evolution of architectural thought.		CO3
Module 4	Unit 1	Textile: Natural fibers (cotton, silk, wool), dyeing, weaving, and finishing processes.		CO4
	Unit 2	Stitching tools and practices; significance of textile in culture and rituals.		CO4
	Unit 3	Agriculture: Krishi texts, crop types, land classification, manures, and irrigation.		CO4
	Unit 4	Ancient transport systems; use of animals in agriculture, warfare, and medicine.		CO4
Module 5	Unit 1	Introduction to Ayurveda; human body and elements (Pancha Mahabhuta).		CO4
	Unit 2	Health and wellness: Regimens, communication between body and mind.		CO4
	Unit 3	Yoga systems: Raja Yoga, Ashtanga Yoga, and Gyan Yoga.		CO4
	Unit 4	Psychological concepts: Tridosha, Triguna, consciousness, and mental well-being.		CO4

References:

1. Textbook on IKS by Prof. B Mahadevan, IIM Bengaluru.

2. Kapur K and Singh A.K (Eds) 2005). Indian Knowledge Systems, Vol. 1. Indian Institute of Advanced Study, Shimla. Tatvabodh of sankaracharya, Central chinmay mission trust, Bombay, 1995.

3. Nair, Shantha N. Echoes of Ancient Indian Wisdom. New Delhi: Hindology Books, 2008.

4. SK Das, The education system of Ancient hindus, Gyan publication house, India

5. R P Kulkarni, Glimpese of Indian Engineering and Technology (Ancient & Medieval period, Munshiram Manoharlal Publishers Pvt. Ltd. 2018

6. AK Pathak, Science and Technology in India, Anshika prakashan pratapgarh, 2016

7. PB Sharma, S. Narain, Doctors Scientists and Engineers of Ancient India, Kalpaz Publications 2017

8. NVP, Unithiri, Indian Scientific Traditions (Professor K.N. Neelakantan Elayath Felicitation Volume), publication division unieristy of Calicut, 2006

9. Anonyms, History of Science in India- Volume-I Part-I (Physics, Mathematics and Statistics), the national academy of science, India & the Ramkrishna mission institute of culture, 2014

10. R N Basu, T K Bose, CS, Cakraborty History of Science in India – Agricultural Science (Volume V), the national academy of science, India & the Ramkrishna mission institute of culture 2014

11. A Gosh, History of Science in India (Volume-I Part-II Astronomy), the national academy of science, India & the ramkrishna mission institute of culture, 2014

12. Dharmpal, Indian science and technology in the eighteen century, rashtrottahana sahitya, 1983

13. S Biswal, B L ray, vedic Science and technology, DK Print world, 2009

14. A.K Bag, Histroy of technology in Indian (Set 3 vol), Indian Nation Science Academy, 1997.

15. AR vasudev Murty, Science and Technology in Ancient India as Reflected in the Mahabharata, Sanskrit bharati, 2019

COURSE - 18: Management Information System

Programme	Management Studies
Semester	3
Type of Course	SEC
Course Code	24UBBASEC201
Course Title	Management Information System
Course Level	2
Credits	3
Lecture Hours	2
Tutorial Hours	0
Practical Hours	2
Total Hours	60

Course Summary

This course will equip students with the knowledge and skills necessary to understand, utilize, and manage information systems effectively in various organizational contexts, thus enabling them to make informed decisions, optimize business processes, and enhance organizational performance.

Course Outcomes (CO)

CO No.	Expected Course Outcome	Learning Domains	PO No.
1	To understand the fundamental concepts and objectives of Management Information Systems	K, U	PO1

2	To demonstrate the relevance of MIS in modern businesses and its use in decision-making process	An, E	PO1,2
3	Evaluate the relevance of information within MIS systems, and utilizing methods and tools to assess information needs across different levels of management	E	PO2
4	Identify and analyse different information systems and gain theoretical knowledge with respect to building information systems	C, An	PO2
5	To gain knowledge on the existing Information systems and their application to modern business	E, U	PO2,4,5

Course Content

Module	Units	Description	Hours	COs
Module 1	Unit 1	Introduction to IT, IS		CO1
	Unit 2	IS dimensions & Role in Business		CO1
	Unit 3	Introduction to MIS - Concepts, Characteristics, Objectives & Features		CO1
Module 2	Unit 1	Concept of business functions and hierarchies		CO1, CO2, CO3
	Unit 2	Decision making principles and types		CO1, CO2, CO3
	Unit 3	MIS and Business Intelligence		CO1, CO2, CO3
	Unit 4	System types, control principles		CO1, CO2, CO3
	Unit 5	Feedback, Feedforward & Handling complex systems		CO1, CO2, CO3
Module 3	Unit 1	Data & DBMS concepts		CO3
	Unit 2	Data Mining		CO3
	Unit 3	Data Models (Hierarchy, Network, Relational, etc.)		CO3
Module 4	Unit 1	Definition and Importance of Business Analytics		CO4
	Unit 2	Evolution of BA in decision making		CO4
	Unit 3	Business Intelligence vs. Business Analytics		CO4
	Unit 4	Applications in finance, HR, marketing and operations		CO4

Mode of Assessment

Assessment Type	Mode	Examples
A. Continuous Comprehensive Assessment (CCA)	Formative Assessment	Quiz, Oral Presentation, Self and Peer assessments, Written test, Open book test, Problem-based assignment, Field study report,

		Group discussion
Practicum	Experiential Learning	Presentations, Observation of practical skills, Field Visits, Surveys, Interviews, Case study, Focus groups, Qualitative techniques
B. End Semester Examination (ESE)	Summative Assessment	Written test, Standardized Test (MCQ), Open book, Problem-based assignments, Individual or Team project report, Case Study

References

1. Laudon, K. C., & Laudon, J. P. (2017). Management Information Systems: Managing the Digital Firm. Pearson Education.

2. Prasad L.M., Prasad Usha (2023). Management Information Systems. Sultan Chand & Sons.

COURSE - 19: SQ- EQ & Yoga for Performance Enhancement

Discipline/Programme	Management Studies
Semester	3
Type of Course	VAC
Course Code	24UBBAVAC201
Course Title	SQ- EQ & Yoga for Performance Enhancement
Course Level	2
Credit	2
Hours	Theory – 0, Practical - 4
Total hours	60

Course Summary

The course will enhance the skill and knowledge required for a good performer in any organization. EQ and SQ are the intelligence which people in the industry look for a higher-level job. The course deals with enhancing the spiritual and emotional intelligence of the students using yoga as a technique.

Lecture / Tutorial / Practical Hours : 0 / 0 / 4

Credits

Total	2
Theory hrs	0
Practical hrs	4

Course Outcomes (CO)

CO No.	Expected Course Outcome	Learning Domains *	PO No
1	The students will learn the significance of EQ-SQ for developing one's intelligence.	Understand	PO4, PO8
2	Learn yoga systematically to develop the spiritual skill sets.	Apply	PO2, PO8
3	Students will improve their emotional intelligence by practicing yoga.	Apply	PO1, PO2
4	Students can critically evaluate and enhance their individual performance using standardized tools.	Analyse/ Evaluate	PO1, PO5

Course Content

Module	Units	Description	Hours /	COs
Module 1	1.1	Intelligence- EQ- SQ		CO1
	1.2	Yoga Principles, Rules		CO1
	1.3	Body conditions for doing Yoga		CO1
Module 2	2.1	Knowing your body		CO2
	2.2	Breathing Techniques		CO2
Module 3	3.1	Skill sets of SQ- EQ		CO3
	3.2	Hand stretch and leg stretch, Breathing		CO3
	3.3	Performance Assessment using Tools		CO3
	3.4	Meditation		CO3
Module 4	4.1	Padahastasana		CO4
	4.2	Suryanamaskar		CO4
Practicum	4.3	Virkshasana, Shalabhasana, Sarpasan, Bhujangasana		CO4
	4.4	Performance Assessment using Standardised tools		CO4

Mode of Assessment

Assessment Type	Mode	Examples
A. Continuous Comprehensive Assessment (CCA)	Formative Assessment	Quiz, Oral Presentation, Self and Peer assessments, Written test, Open book test, Problem-based assignment, Field study report, Group discussion
Practicum	Experiential Learning	Presentations, Observation of practical skills, Field Visits, Surveys, Interviews, Case study, Focus groups, Qualitative techniques
B. End Semester Examination (ESE)	Summative Assessment	Written test, Standardized Test (MCQ), Open book, Problem-based assignments, Individual or Team project report, Case Study

References

• Emotional Intelligence: Why It Can Matter More Than IQ by Daniel Goleman
• Emotional Intelligence 2.0 by Travis Bradberry & Jean Greaves
• Dare to Lead by Brené Brown
• The EQ Difference: A Powerful Plan for Putting Emotional Intelligence to Work by Adele B.
• Spiritual Intelligence: The Ultimate Intelligence - Kindle Edition
• 5 Ways to Improve your Life, Sri Sri Ravishankar - Art Of Living
• Buddha - The Manifestation of Silence - Kindle Edition
• Enlightenment - Sri Sri Ravishankar - Art of Living, Kindle Edition

SEMESTER 4

COURSE - 20: Entrepreneurship and Start-up Ecosystem

Discipline/Programme		Management Studies	
Semester		4	
Type of Course		CC	
Course Code		24UBBACCR204	
Course Title		Entrepreneurship and Start-up Ecosystem	
Course Level		2	
Total Hours		45	
Lecture Hrs	Tutorial Hrs	Practical Hrs	Total Credits
3	0	0	3

Course Summary

Through this course, students will embark on a transformative journey to cultivate the mindset, skills, and knowledge essential for entrepreneurial success. Through a blend of theoretical frameworks, practical case studies, and experiential learning activities, participants will explore key topics such as opportunity recognition, business model innovation, and strategic planning. They will also delve into critical aspects of venture creation and management, including market analysis, financial planning, and effective communication strategies.

Lecture/Tutorial/Practical Hours and Credits

ourse Outcomes (CO)

CO No.	Expected Course Outcome	Learning Domains	PO No
1	To Explain the Concept of Entrepreneurship	Understand	PO1
2	To create an awareness of different Entrepreneurship Programme	Understand	PO1, PO2
3	To Apply different models of Entrepreneurship	Apply	PO3
4	To do the industry analysis	Analyse	PO2
5	To develop an Entrepreneurship model	Create	PO2, PO8

Course Content

Module	Units	Description	Hours	COs
Module 1	1.1	Traits of an Entrepreneur		CO1
	1.2	Classifications of Entrepreneurs		CO1
	1.3	Women Entrepreneurs – Challenges and Opportunities		CO1
	1.4	Role of Entrepreneurship in India's Economic Development		CO1

Module 2	2.1	Entrepreneurship Development Programme (EDP) – Concept and Importance		CO2
	2.2	EDP Training, Curriculum Design and Methodologies		CO2
	2.3	Institutional Support Systems – National and State-level (e.g., DICs, MSME-DI)		CO2
	2.4	EDP Institutions in India and Kerala (e.g., KIED, KITCO)		CO2
Module 3	3.1	Business Models – Introduction and Framework		CO3
	3.2	Subscription Model and Freemium Model		CO3
	3.3	Bundling and Razor Blades Model		CO3
	3.4	Franchise Model and other Emerging Models		CO3
Module 4	4.1	Small Business Opportunities in India		CO4
	4.2	Institutional Support: EDII, NSIC, NIESBUD, SIDBI, KVIC		CO4
	4.3	Industry Analysis Techniques for Small Businesses		CO4
Module 5	5.1	Introduction to the Startup Ecosystem		CO4
	5.2	Key Stakeholders: Incubators, Accelerators, Angel Investors, VCs		CO4
	5.3	Government Startup Schemes (e.g., Startup India, Kerala Startup Mission)		CO4
	5.4	Practicum – Field Visits, Business Plan Preparation, and Presentations		CO4

Teaching and Learning Approach

Interactive lectures, flipped classroom, Lecture-based Learning, Project-Based Learning, Experiential Learning, Peer Teaching, invited lectures, group discussions, Discussion-based Learning, Inquiry-Based Learning, Field-based collection and interactions, Online Learning, Blended Learning, and other innovative learning approaches.

Mode of Assessment

Assessment Type	Mode	Examples
A. Continuous Comprehensive Assessment (CCA)	Formative Assessment	Quiz, Oral Presentation, Self and Peer assessments, Written test, Open book test, Problem-based assignment, Field study report, Group discussion
Practicum	Experiential Learning	Presentations, Observation of practical skills, Field Visits, Surveys, Interviews, Case study, Focus groups, Qualitative techniques
B. End Semester	Summative Assessment	Written test, Standardized Test

Examination (ESE)		(MCQ), Open book, Problem-based assignments, Individual or Team project report, Case Study

References

1. Dorden and Natarajan, Entrepreneurship Development, Himalaya Publication
2. Poornima M. Charantimath, Entrepreneurship Development, Pearson Publication, 2012

COURSE 21 Operations Management

Course Code	24UBBACCR205
Credits	Total: 4 (Theory: 4, Practical: 0)
Lecture/Tutorial/Practical Hours	3/1/0
Course Description	This course will provide students with a comprehensive understanding of operation management concepts and gain in-depth knowledge to apply these concepts in business context.
Course Level	2
Total hours	60

Course Outcomes

CO No.	Expected Course Outcome	Learning Domains	PO No
CO1	Define and explain key terms in operations management	K,U	PO3
CO2	Identify and analyse different types of production systems	An,U	PO1
CO3	Differentiate various quality control techniques	E	PO5
CO4	Analyse and evaluate inventory management techniques	An	PO4
CO5	Get hands-on experience in applying operations concepts	A	PO7, PO8

Course Content

Module	Unit	Description	Hours/COs	COs
Module 1	1.1	Introduction to operations management		CO1
	1.2	Recent trends in operations		CO1
	1.3	Production systems (Job shop, Batch, etc.)		CO1
Module 2	2.1	Functions of production planning and control		CO2
	2.2	Importance and prerequisites		CO2
	2.3	Production control objectives		CO2
Module 3	3.1	Introduction to plant layout		CO3
	3.2	Classification of layout		CO3

Module 4	4.1	Meaning of production function		CO4
	4.2	Inventory control objectives and importance		CO4
Module 5	5.1	Introduction to quality		CO5
	5.2	Quality Control Techniques		CO5
	5.3	TQM, Benchmarking, TPM		CO5
	5.4	Introduction to Six Sigma		CO5

Mode of Assessment

Assessment Type	Mode	Examples
A. Continuous Comprehensive Assessment (CCA)	Formative Assessment	Quiz, Oral Presentation, Self and Peer assessments, Written test, Open book test, Problem-based assignment, Field study report, Group discussion
Practicum	Experiential Learning	Presentations, Observation of practical skills, Field Visits, Surveys, Interviews, Case study, Focus groups, Qualitative techniques
B. End Semester Examination (ESE)	Summative Assessment	Written test, Standardized Test (MCQ), Open book, Problem-based assignments, Individual or Team project report, Case Study

References

Heizer, J. H., & Render, B. (2004). Principles of operations management. Pearson Education.

Brown, S., Bessant, J., & Jia, F. (2018). Strategic operations management. Routledge.

Stevenson, W. J., Hojati, M., & Cao, J. (2014). Operations management. McGraw-Hill Education.

COURSE 22: Financial Management

Course Code:	24UBBACCR206
Credits:	Total: 4 (Theory: 4, Practical: 0)
Lecture/Tutorial/Practical Hours:	3/1/0
Course Title:	Financial Management
Course Description:	Finance Management is designed to expose the student to the financial issues of determining the monetary resources needed by a business, the mix of these resources, the sources and uses of funds, the benefits, risks and costs associated with different types of resources and financing.
Course Level	2

Course Outcomes

CO No.	Expected Course Outcome	Learning Domains	PO No
CO1	Students will grasp the fundamental concepts financial management and decisions to be taken	K	PO3

	regarding finance		
CO2	Analyse and evaluate the sources of fund	U	PO1, PO2
CO3	Students will understand the components, determinants, and significance of working capital	A	PO3
CO4	Students will develop a nuanced understanding of leverage in finance	A	PO5
CO5	Students will be able to gain a comprehensive understanding of how to fund an organization and how to use funds to gain returns	E,S	PO7

Course Content

Module	Unit	Description	Hours	COs
Module 1	1.1	Concepts, Nature, Scope, Function and Objectives of Financial Management		CO1
	1.2	Basic Financial Decisions: Investment, Financing and Dividend		CO1
Module 2	2.1	Cost of Capital - Meaning, importance		CO2
	2.2	Cost of debt		CO2
	2.3	Cost of preference and equity capital		CO2
	2.4	Weighted average cost of capital		CO2
Module 3	3.1	Cash Flow Statement – Meaning, uses and preparation		CO3
	3.2	Leverages – Operating, Financial, Combined (Theory)		CO3
	3.3	EPS analysis – Theory		CO3
Module 4	4.1	Management of Working Capital: Concepts, components		CO4
	4.2	Determinants and need of Working Capital		CO4
	4.3	Working Capital Cycle		CO4
	4.4	Computation of Working Capital for a Company		CO4
Module 5	5.1	Capital Budgeting - Meaning & importance		CO5
	5.2	Techniques – Payback Period, Average rate of return		CO5
	5.3	Discounted Cash Flow – NPV, IRR, Profitability Index		CO5

Mode of Assessment

Assessment Type	Mode	Examples
A. Continuous Comprehensive Assessment (CCA)	Formative Assessment	Quiz, Oral Presentation, Self and Peer assessments, Written test, Open book test, Problem-based assignment, Field study report, Group discussion
Practicum	Experiential Learning	Presentations, Observation of practical skills, Field Visits, Surveys, Interviews, Case study, Focus groups, Qualitative techniques
B. End Semester Examination (ESE)	Summative Assessment	Written test, Standardized Test (MCQ), Open book, Problem-based assignments, Individual or Team project report, Case Study

References
Kishore, R. M. Financial Management. Taxman Allied Service.
Chandra, Prasanna. Financial Management: Theory & Practice. TMH.
Pandey, I. / Bhat, R. Cases In Financial Management. TMH.
.

COURSE 23: Business Research Methodology

Discipline/Programme	Management Studies
Semester	4
Type of Course	CC
Course Code	24UBBACCR207
Course Title	BUSINESS RESEARCH METHODOLOGY
Course Level	2
Total Hours	60
Lecture/Tutorial/Practical Hours	3/1/0
Credits - Total	4
Theory / Practical	4 / 0

Course Summary

This course will provide an opportunity for the students to establish their understanding of research through critical exploration of research language and approaches. The course introduces the elements of the research process and also takes the students through the process of data analysis and interpretation.

Course Outcomes (CO)

CO No.	Expected Course Outcome	Learning Domains *	PO No
1	Formulate a research problem and state its objectives.	Understand	PO1, PO2
2	Assess the techniques involved in the concept research problem.	Understand	PO2
3	Explain the concept of research design.	Apply	PO2
4	Distinguish between types of data and choose the	Analyse	PO4

	most appropriate data collection tool		
5	Analyse and interpret types of reports.	Evaluate	PO3, PO5

Course Content

Module	Units	Description	Hours	COs
Module 1	1.1	Research – Meaning, Objectives, and Significance		CO1
	1.2	Steps in the Research Process – A Systematic Overview		CO1
	1.3	Criteria for Good Research – Reliability, Validity, and Objectivity		CO1
	1.4	Types of Research: Descriptive, Analytical, Applied, Fundamental		CO1
	1.5	Types of Research (continued): Quantitative, Qualitative, Empirical, Conceptual		CO1
Module 2	2.1	Research Problem – Meaning, Importance, and Identification		CO2
	2.2	Techniques for Defining and Selecting a Research Problem		CO2
	2.3	Sources of Research Problems – Literature Review, Observation, Expert Input		CO2
Module 3	3.1	Research Design – Meaning, Need, and Characteristics		CO3
	3.2	Sampling Design – Steps Involved and Importance		CO3
	3.3	Criteria for Selecting a Sampling Procedure		CO3
	3.4	Sampling Techniques – Probability and Non-Probability Methods		CO3
	3.5	Sampling Distribution and Its Relevance in Research		CO3
Module 4	4.1	Primary Data – Meaning, Advantages, Limitations		CO4
	4.2	Methods for Collecting Primary Data – Surveys, Interviews, Observations		CO4
	4.3	Secondary Data – Meaning, Advantages, Limitations, and Sources		CO4
	4.4	Method Selection – Factors Influencing the Choice of Data Collection		CO4
	4.5	Hypothesis Testing – Concepts, Errors, and Statistical Tools (Mean, Proportion, Chi-Square)		CO4
Module 5	5.1	Interpretation of Data – Meaning, Techniques, and Importance		CO5
	5.2	Report Writing – Types of Reports (Technical, Popular, etc.)		CO5
	5.3	Layout of a Research Report – Structure and Content		CO5
	5.4	Oral Presentation – Planning and Delivering Effective Presentations		CO5
	5.5	Mechanics of Writing – Referencing, Citations, Formatting, and Language Usage		CO5

Teaching and Learning Approach
Interactive lectures, flipped classroom, Lecture-based Learning, Project-Based Learning, Experiential Learning, Peer Teaching, invited lecture, group discussions, Discussion-based Learning, Inquiry-Based Learning, Field based collection and interactions, Online Learning, Blended Learning, and other innovative learning approaches.

Mode of Assessment

Assessment Type	Mode	Examples
A. Continuous Comprehensive Assessment (CCA)	Formative Assessment	Quiz, Oral Presentation, Self and Peer assessments, Written test, Open book test, Problem-based assignment, Field study report, Group discussion
Practicum	Experiential Learning	Presentations, Observation of practical skills, Field Visits, Surveys, Interviews, Case study, Focus groups, Qualitative techniques
B. End Semester Examination (ESE)	Summative Assessment	Written test, Standardized Test (MCQ), Open book, Problem-based assignments, Individual or Team project report, Case Study

References
1. Research Methodology, Methods and techniques, C.R. Kothari and Gaurav Garg, New Age International Publishers, 2019.

2. Research Methodology, Ranjith Kumar, Pearson, 2nd edition, 2014

3. Research Methodology: Concepts and Cases, Deepak Chawla and Neena Sondhi, Vikas Publishing House, Second Edition, 2016

COURSE 24: Business Environment and Public Policy

Discipline/Programme	Management Studies
Semester	4
Type of Course	VAC
Course Code	24UBBAVAC202
Course Title	Business Environment and Public Policy
Course Level	2
Total Hours	60
Lecture/Tutorial/Practical Hours	4/0/0
Credits - Total	4
Theory	4
Practical	0

Course Summary

This course will provide students with a comprehensive understanding of the dynamic and complex factors that shape the contemporary business environment, enabling them to analyse its impact on organizational strategies and decision-making processes effectively. Through theoretical insights and practical case studies, students will develop the skills necessary to navigate and thrive within diverse business landscapes.

Course Structure

Course Outcomes (CO)

CO No.	Expected Course Outcome	Learning Domains	PO No
1	Gain a comprehensive understanding of the multifaceted business environment to help build an understanding on how to navigate business in it.	K,U	PO1
2	Analyse the economic landscape and the impact different policies on businesses.	An	PO2
3	Assess the impact of technological advancements, social and cultural factors, and the natural environment on business operations and reflect on its importance in modern business	A	PO4
4	Evaluate the political environment's influence on business operations and build practical skills	E	PO7
5	Understand the legal framework governing businesses, including competition laws, information technology regulations, and other relevant statutes, fostering compliance and ethical business practices.	U,K	PO6

Course Content

Module	Units	Description	Hours	COs
Module 1	1.1	Introduction to Business Environment – Meaning and Scope		CO1
	1.2	Objectives and Importance of Studying Business Environment		CO1
	1.3	Business Environment Analysis Techniques – PESTEL and SWOT		CO1
	1.4	Micro and Macro Environment – Components and Influence on Business		CO1
Module 2	2.1	Overview of the Indian Economy – Features and Structure		CO2
	2.2	New Economic Policy (NEP) – Liberalisation, Privatisation, Globalisation		CO2

	2.3	Fiscal Policy – Objectives, Instruments, and Impacts on Business		CO2
	2.4	Monetary Policy – Objectives, Instruments, Role of RBI		CO2
	2.5	EXIM Policy – Foreign Trade Policy and Promotion Schemes		CO2
	2.6	Industrial Policy – Evolution and Impact on Business Sectors		CO2
Module 3	3.1	Political Environment – Meaning and Role in Business		CO3
	3.2	Political Institutions – Legislature, Executive, Judiciary		CO3
	3.3	Constitutional Framework – Economic and Business Provisions		CO3
	3.4	Government-Business Relationship and State Intervention in Business		CO3
Module 4	4.1	Technological Environment – Innovation, Automation, and Business Impact		CO4
	4.2	Social Environment – Culture, Values, Demographics, CSR		CO4
	4.3	Natural Environment – Ecological Factors, Sustainability, Environmental Concerns in Business		CO4
Module 5	5.1	Legal Environment – Overview and Business Relevance		CO5
	5.2	Competition Act – Objectives and Key Provisions		CO5
	5.3	Information Technology (IT) Act and Cyber Law Regulations		CO5
	5.4	Other Major Business Laws – Companies Act, Consumer Protection Act, Labour Laws		CO5
	5.5	Practicum – Case Studies, Legal Analysis Exercises, and Field Assignments		CO5

Mode of Assessment

Assessment Type	Mode	Examples
A. Continuous Comprehensive Assessment (CCA)	Formative Assessment	Quiz, Oral Presentation, Self and Peer assessments, Written test, Open book test, Problem-based assignment, Field study report, Group discussion
Practicum	Experiential Learning	Presentations, Observation of practical skills, Field Visits, Surveys, Interviews, Case study, Focus groups, Qualitative techniques
B. End Semester Examination (ESE)	Summative Assessment	Written test, Standardized Test (MCQ), Open book, Problem-based assignments, Individual or Team project report, Case Study

References
Schmidt, P. (2000). Business Environment
Aswathappa, K. (2009). Essentials of business environment. Karnataka: Himalaya Publishing House.
Fernando, A. C. (2011). Business environment. Pearson Education India.

COURSE 25: Enterprise System and Platforms

Discipline/Programme		Management Studies	
Semester		4	
Type of Course		SEC	
Course Code		24UBBASEC202	
Course Title		Enterprise System and Platforms	
Course Level		2	
Total Hours		45	
Lecture Hours	Tutorial Hours	Practical Hours	Total Credits
1	0	2	2

Course Summary

Through this course, students will embark on a transformative journey to cultivate the mindset, skills, and knowledge essential for entrepreneurial success. Through a blend of theoretical frameworks, practical case studies, and experiential learning activities, participants will explore key topics such as opportunity recognition, business model innovation, and strategic planning. They will also delve into critical aspects of venture creation and management, including market analysis, financial planning, and effective communication strategies.

Course Outcomes (CO)

CO No.	Expected Course Outcome	Learning Domain	PO No
1	To Explain the Concept of Entrepreneurship	Understand	PO1
2	To create an awareness of different Entrepreneurship Programme	Understand	PO1, PO2
3	To Apply different models of Entrepreneurship	Apply	PO3
4	To do the industry analysis	Analyse	PO2
5	To develop an Entrepreneurship model	Create	PO2, PO8

Course Content

Module	Units	Description	Hours	COs
Module 1	1.1	Introduction to Entrepreneurship – Meaning, Need, and Importance		CO1
	1.2	Traits and Features of Entrepreneurs – Risk-taking, Innovation, Vision		CO1
	1.3	Classifications of Entrepreneurs – Innovating, Imitating, Fabian, Drone		CO1
	1.4	Role of Entrepreneurs in Indian Economic Development – Job Creation, Innovation, GDP Growth		CO1
	1.5	Types of Entrepreneurs in India – First-generation, Women, Social, Serial Entrepreneurs		CO1
Module 2	2.1	Introduction to Entrepreneurship Development Programmes (EDP) – Objectives and Importance		CO2
	2.2	Need for EDP Training – Skill Development, Confidence Building		CO2
	2.3	Phases of EDP – Pre-training, Training, Post-training		CO2
	2.4	EDP Curriculum and Contents – Modules, Activities, Business Planning		CO2
	2.5	Support Systems and Target Groups – Youth, Women, SC/ST, Minorities		CO2
	2.6	Institutions Conducting EDPs in India and Kerala – EDII, NIESBUD, KIED, KITCO		CO2
Module 3	3.1	Overview of Business Models – Definition and Importance		CO3
	3.2	Subscription and Bundling Models – Revenue and Packaging Strategies		CO3
	3.3	Freemium and Razor Blades Models – Customer Acquisition and Profit Streams		CO3

	3.4	Product-to-Service and Crowdsourcing Models – Value Innovation and Community Involvement		CO3
	3.5	Leasing and Franchise Models – Asset Light Strategies and Brand Replication		CO3
	3.6	Distribution, One-for-One, and Manufacturing Models – Reach, Impact, and Production-Centric Approaches		CO3
Module 4	4.1	Small Business Enterprises – Nature and Importance		CO4
	4.2	Opportunity Identification for Small Businesses – Market Gaps and Trends		CO4
	4.3	Setup Formalities – Legal, Regulatory, and Financial Procedures		CO4
	4.4	Supporting Institutions – EDII, SIDO, NSIC, NIESBUD and their Roles		CO4
	4.5	Sickness in Small Businesses – Causes, Early Warning Signs, and Remedies		CO4
	4.6	Industry Analysis – Tools and Techniques (e.g., SWOT, Porter's Five Forces)		CO4
Module 5	5.1	Practicum – Fieldwork, Business Idea Presentation, Interaction with Entrepreneurs, Report Preparation		CO5

Teaching and Learning Approach

Interactive lectures, flipped classroom, Lecture-based Learning, Project-Based Learning, Experiential Learning, Peer Teaching, invited lecture, group discussions, Discussion-based Learning, Inquiry-Based Learning, Field based collection and interactions, Online Learning, Blended Learning, and other innovative learning approaches.

Mode of Assessment

A. Continuous Comprehensive Assessment (CCA) Theory	Quiz, Oral Presentation, Self and Peer assessments, Written test, Open book test, Problem based assignment, Field study report/Group discussion.
Practicum	Experiential learning, Presentations, Observation of practical skills, Field Visits, Surveys, Interviews, Case study, Focus group, Qualitative techniques.
B. End Semester Examination (ESE) Theory	Written test/Standardized Test (MCQ)/Open book/Problem based assignments/Individual or Team project report, Case Study.

References

Text Book: Dorden and Natarajan, Entrepreneurship Development, Himalaya Publication

Reference: Poornima M. Charantimath, Entrepreneurship Development, Pearson Publication, 2012

COURSE 27: Design Thinking and Innovation

Discipline/Programme	Management Studies
Semester	4
Type of Course	SEC
Course Code	24UBBASEC203
Course Level	2
Lecture/Tutorial/Practical Hours	1/0/2
Credits	Total 2 | Theory | Practical
Total hours	45

Course Summary

Design Thinking is a dynamic and interactive course that introduces students to the principles, methodologies, and mindset of design thinking. Design thinking is a human-centered approach to innovation and problem-solving that emphasizes empathy, creativity, and collaboration. This course provides students with the foundational knowledge and skills needed to apply design thinking principles in various contexts, including business, product development, service design, and social innovation.

Course Outcomes:

CO No.	Expected Course Outcome	Learning Domain	PO No
1	The students will be able to identify the importance of innovation and creative thinking	Understand	PO7
2	To apply the principles of developing a creative environment and team	Apply	PO2
3	To demonstrate the process of design thinking	Understand	PO2
4	Develop creative thinking skills and techniques for generating innovative ideas and solutions through brainstorming, divergent thinking, and ideation sessions	Skill	PO7
5	To apply design thinking principles effectively to solve complex problems, drive innovation, and create positive impact in their respective fields and industries	Apply	PO2, PO8

Course Content:

Module	Units	Description	Hours	COs

Module 1	1.1	Introduction to Innovation – Definition and Relevance in Today's World		CO1
	1.2	Benefits of an Innovation-Friendly Environment – Organizational Growth, Competitive Advantage		CO1
	1.3	Characteristics of Innovative Organizations – Culture, Leadership, Openness		CO1
	1.4	Challenges in Fostering Innovation – Resistance to Change, Risk Aversion		CO1
Module 2	2.1	Re-framing and Mind Mapping – Tools to Shift Perspective and Generate Insights		CO2
	2.2	Concept of Flow – Enhancing Creativity through Engagement and Immersion		CO2
	2.3	Importance of Happiness, Play, and Idle Time in Enhancing Innovation		CO2
	2.4	Building a Culture of Rewarding Creativity and Risk Taking		CO2
	2.5	Nurturing Curiosity and Experimentation in the Workplace		CO2
Module 3	3.1	Developing Creativity in Individuals – Skills, Habits, and Mindsets		CO3
	3.2	Creating a Creative Physical Environment – Space Design, Sensory Stimulation		CO3
	3.3	Empowering Creative Teams – Autonomy, Collaboration, Leadership Support		CO3
	3.4	Importance of Diversity – Cognitive, Cultural, and Experiential Perspectives		CO3
	3.5	Establishing an Idea-Response Process – Collecting, Evaluating, and Implementing Ideas		CO3
	3.6	Overcoming Creativity Blocks – Strategies for Breaking Mental Barriers		CO3
Module 4	4.1	Introduction to Design Thinking – Empathy and Human-Centric Problem Solving		CO4
	4.2	The Empathy Phase – Understanding the End User's Needs, Emotions, and Context		CO4
	4.3	Brainstorming Process – Techniques to Generate Diverse and Innovative Ideas		CO4
	4.4	Prototyping Solutions – Iterative Development and Feedback		CO5
	4.5	Disruptive Innovation – Redefining Industries and Creating New Markets		CO5
	4.6	Blue Ocean Thinking – Creating Uncontested Market Space and Value Innovation		CO5

Mode of Assessment:

Assessment Type	Description
A. Continuous Comprehensive Assessment (CCA) Theory	Quiz, Oral Presentation, Self and Peer assessments, Written test, Open book test, Problem based assignment, Field study report/Group discussion.
Practicum	Experiential learning, Presentations, Observation of practical skills, Field Visits, Surveys, Interviews, Case study, Focus group, Qualitative techniques.
B. End Semester Examination (ESE) Theory	Written test, Standardized Test (MCQ), Open book, Problem-based assignments, Individual/Team project report, Case Study.

References:

- Design Your Thinking by Pavan Soni
- Design Thinking Dummies by Christian Muller-Roterberg
- Introduction to Design Thinking – Dr. D Ravindran, Dr. S. K. Nagarajan, Prof. Roshan K Bonde, Dr. D Nithya

COURSE 28: Strategic Management

Course Code		24UBBACCR301	
Course Title		Strategic Management	
Course Level		3	
Discipline/Programme		Management Studies	
Semester		5	
Type of Course		CC	
Total Hours		60	
Lecture Hours	Tutorial Hours	Practical Hours	Total Credits
3	1	0	4

Course Summary

The course introduces the key concepts, tools and principles of strategy formulation and competitive analysis. This course provides insights on managerial decisions and actions that affect the performance and survival of business enterprises. It is concerned with managerial decisions and actions that affect the performance and survival of business enterprises. The key strategic business decisions of concern in this course involve selecting competitive strategies, creating and defending competitive advantages, defining firm boundaries and allocating critical resources over long periods of time.

Course Outcomes (CO)

CO	Expected Course Outcome	Learning Domains	PO No

No.			
1	Analyse the aspects of Strategic Management and its operation.	Analyse	PO1, PO2
2	Identify the internal and external environmental factors affecting an organization.	Understand	PO4
3	Analyse the Corporate level, business level and functional level strategies.	Analyse	PO5
4	Analyse the dynamics between structure and strategy.	Analyse	PO1, PO5
5	Examine the processes and techniques used in strategic evaluation and control.	Evaluate	PO7

Course Content

Content for Classroom Transaction (Units)

Module	Units	Description	Hours	COs
Module 1	1.1	Introduction to Strategy, overview of strategic management, meaning and characteristics of strategic management, strategic management process model.		CO1
	1.2	Hierarchy of Strategic Intent: Meaning & attributes of strategic intent, meaning of vision, mission, difference between vision & mission, characteristics of good mission statements.		CO1
	1.3	Objectives and goals, Critical Success Factors (CSF), Key Performance Indicators (KPI), Key Result Areas (KRA).		CO1
Module 2	2.1	Analysing company's external environment: Macro environment, industry analysis, Porter's Five Forces analysis, competitor analysis.		CO2
	2.2	Analysing company's internal environment: SWOT Analysis, Resource-based view, core competencies, value chain analysis.		CO2
Module 3:	3.1	Strategic alternatives: Corporate, business and functional levels of strategy.		CO3
	3.2	Growth, Diversification, Vertical Integration, Mergers, Acquisitions, Strategic Alliances.		CO3
	3.3	Retrenchment, Turnaround, Divestment, Liquidation, Outsourcing, Generic competitive strategies.		CO3
Module 4:	4.1	Resource allocation, leadership, McKinsey 7-S Framework, structural issues in implementation.		CO4
	4.2	Strategy structure types, managing change.		CO4
Module 5:	5.1	Strategic control, benchmarking, cost-benefit analysis, performance gap analysis.		CO5
	5.2	Responsibility centers, SMEs, Non-Profit Organizations.		CO5

Teaching and Learning Approach

Classroom Procedure (Mode of transaction):

Interactive lectures, flipped classroom, Lecture-based Learning, Project-Based Learning, Experiential Learning, Peer Teaching, invited lecture, group discussions, Discussion-based Learning, Inquiry-Based Learning, Field based collection and interactions, Online Learning, Blended Learning, and other innovative learning approaches.

Mode of Assessment

Assessment Type	Mode	Examples
A. Continuous Comprehensive Assessment (CCA)	Formative Assessment	Quiz, Oral Presentation, Self and Peer assessments, Written test, Open book test, Problem-based assignment, Field study report, Group discussion
Practicum	Experiential Learning	Presentations, Observation of practical skills, Field Visits, Surveys, Interviews, Case study, Focus groups, Qualitative techniques
B. End Semester Examination (ESE)	Summative Assessment	Written test, Standardized Test (MCQ), Open book, Problem-based assignments, Individual or Team project report, Case Study

References

Robert A Pitts and David Lei, Strategic Management, 4th Edition Cengage Learning, 2006.

Rao, V.S.P., & Krishna, V.H., (2015). Strategic Management: Text and Cases. New Delhi: Excel Books.

Amason, A.C. (2014). Strategic Management: From theory to Practice (1st ed.). New York: Routledge.

Barney, J.B. & Hesterly, W.S. (2013). Strategic Management & Competitive Advantage: Concepts & Cases (4th ed.). Prentice Hall.

Francis Cherunilam, Strategic Management, Himalaya Publications, Mumbai.

K. Govindabhat, Strategic Management, Himalaya Publications, Mumbai.

SEMESTER 5

COURSE 29 Logistics and Supply Chain Management

Course Code		24UBBACCR302	
Course Title		Logistics and Supply Chain Management	
Course Level		3	
Discipline/Programme		Management Studies	
Semester		5	
Type of Course		Core Course (CC)	
Pre-requisite		None	
Total Hours		60	
Lecture Hours	Tutorial Hours	Practical Hours	Total Credits
3	1	0	4

Course Outcomes (COs)

CO No.	Expected Course Outcome	Learning Domains	PO No.
CO1	Demonstrate an understanding on the concepts and Practices in Retail Industry	Understand	PO1
CO2	To evaluate the retail consumer behaviour	Evaluate	PO1, PO2
CO3	To analyse the various pricing and promotional strategies in retail industry	Analyse	PO2
CO4	To evaluate the retail store operations	Evaluate	PO2
CO5	To analyse the influence of technology in retailing	Analyse	PO2, PO5, PO6

Course Content

Module	Unit	Description	Hours / CO
Module 3: Retail Pricing and Promotion	3.1	Retail Pricing, Pricing Policies, Factors Influencing Pricing, Elements of Retail Price, Price Sensitivity and Mark Down Policy.	7 / CO3
	3.2	Retail Pricing Strategies – Every Day Low Pricing (EDLP), Case Studies, Retail Sales Promotion Strategies.	6 / CO3
Module 4: Store Operations and Retail Strategy	4.1	SCM, Supplier Relations, Merchandise Buying & Management, Logistics in Retailing, Warehousing, Inventory Control.	6 / CO4
	4.2	Franchisee Operations, International Retailing, Vendor Relations, Strategic Retail Planning Process.	6 / CO4
Module 5: Technology and Retail Decisions	5.1	Integrated Systems & Networking, EDI, Bar Coding, RFID, Applications in Retailing, Electronic Retailing.	6 / CO5
	5.2	Role of Online Retailing, Retail Finance – Retail Statutory Obligations, Consumerism & Ethics in Retailing.	6 / CO5

Course Summary

This course intends to provide the students with an overview of the retail industry, concepts and process.
It is an opportunity for students to understand the areas of accountability for retail managers. This course will emphasize the various elements that comprise the retail mix, including types of retailers, consumer buying behaviour,
retail marketing strategies, selecting retail site locations, supply chain management, merchandising, pricing, store management, and customer service.

Teaching and Learning Approach
Interactive lectures, flipped classroom, project-based learning, experiential learning, peer teaching, invited lectures,
group discussions, inquiry-based learning, field interactions, online and blended learning, and other innovative learning approaches.

Mode of Assessment

Assessment Type	Mode	Examples
A. Continuous Comprehensive Assessment (CCA)	Formative Assessment	Quiz, Oral Presentation, Self and Peer assessments, Written test, Open book test, Problem-based assignment, Field study report, Group discussion
Practicum	Experiential Learning	Presentations, Observation of practical skills, Field Visits, Surveys, Interviews, Case study, Focus groups, Qualitative techniques
B. End Semester Examination (ESE)	Summative Assessment	Written test, Standardized Test (MCQ), Open book, Problem-based assignments, Individual or Team project report, Case Study

References
Chetan Bajaj, Rajnish Thuli, Nidhi Varma Srivastava – Retail Management, Oxford Publishing, India.

COURSE 30 DISCIPLINE SPECIFIC ELECTIVES 1

Course 31 DISCIPLINE SPECIFIC ELECTIVES 2

COURSE 32 PROJECT

Course 32						
Discipline/Programme	Management Studies					
Semester	5					
Type of Course	SEC					
Course Code	24UBBASEC302					
Course Title	MAJOR PROJECT{Evaluation in sem 6}					
Course Level						
Course Summary						
Lecture/Tutorial/Practical Hours	Practical hours 4					
Credits	Total	0	Theory	0	Practical	
Pre-requisite, if any						

COURSE 33: Travel & Tourism Management

Discipline/Programme:	Management Studies
Course Code:	24UBBAAUD301
Course Level:	3
Semester:	5
Type of Course:	Audit Course
Lecture/Tutorial/Practical Hours:	2/0/1 | Credits: Total: 0 (Theory: 2 | Practical: 1)

Course Outcomes (COs)

CO No.	Expected Course Outcome	Learning Domains	PO No.
CO1	Understand historical, social, and psychological influences on travel.	U	PO4, PO5, PO7, PO8
CO2	Analyze global patterns and current trends in tourism.	An	PO4, PO5, PO7, PO8
CO3	Assess the economic, social, and environmental impacts of tourism and develop comprehensive tourism strategies using modern marketing tools.	E, C	PO4, PO5, PO7, PO8
CO4	Explore and implement innovative solutions in emerging tourism areas and analyze global and local organizations' roles and create crisis management strategies.	A, C, An	PO4, PO5, PO7, PO8

Course Content

Module	Unit	Description	Hours	COs
Module 1	1.1	Historical Development and Current Trends: Evolution of Tourism, Impact of Globalization		CO1
	1.2	Forms and Purposes of Tourism: Business, Leisure, Adventure, Cultural Tourism; Identifying Emerging Destinations		CO1
	1.3	Contemporary Travel Motivations; Characteristics		CO1

		of the Tourism Industry		
	1.4	Geographical Resources and Destinations; Patterns of Global Tourism		CO1
Module 2:	2.1	Economic Impacts: Multiplier Effect, Contribution to GDP, Regional Development		CO2
	2.2	Social and Cultural Effects: Preservation, Indigenous Impacts, Cultural Exchange		CO2
	2.3	Environmental Concerns: Sustainability, Ecosystem Impacts, EIAs		CO2
	2.4	Responsible Tourism: Case Studies in Ecotourism and Agro-tourism, Best Practices		CO2
Module 3	3.1	Strategic Planning: Principles, Territorial and Regional Planning		CO3
	3.2	Infrastructure Development: Transport, Accommodation, PPPs		CO3
	3.3	Human Resource Planning: Skill Development, Workforce Gaps		CO3
	3.4	Marketing and Promotion: Digital Strategies, Data Analytics		CO3
Module 4	4.1	Thrust Areas: Eco-Tourism, MICE, Medical, Space, Cruise, Wedding Tourism		CO4
	4.2	Technology: Role of AI, VR, AR, Blockchain in Tourism		CO4
	4.3	Hospitality Integration: Workforce Needs, Digital Transformation		CO4
	4.4	Sustainability & Ethics: Role of Organizations in Responsible Tourism		CO4
Module 5	5.1	Role of International Organizations: WTO, ICAO, IATA, PATA, UNWTO		CO4
	5.2	Indian Organizations: TAAI, IATO, ITDC, ASI; Govt Policies		CO4
	5.3	Global Policies: Manila Declaration, International Collaboration		CO4
	5.4	Crisis Management: Pandemics, Natural Disasters, Geo-political Issues		CO4

Teaching and Learning Approach

Interactive Lectures, Flipped Classroom, Project-Based Learning, Experiential and Inquiry-Based Learning, Peer Teaching and Group Discussions, Field-based Collection and Interactions, Invited Lectures, Online and Blended Learning.

Mode of Assessment

Assessment Type	Mode	Examples
A. Continuous Comprehensive Assessment (CCA)	Formative Assessment	Quiz, Oral Presentation, Self and Peer assessments, Written test, Open book test, Problem-based assignment, Field study report, Group discussion
Practicum	Experiential Learning	Presentations, Observation of practical skills, Field Visits, Surveys, Interviews, Case study,

		Focus groups, Qualitative techniques
B. End Semester Examination (ESE)	Summative Assessment	Written test, Standardized Test (MCQ), Open book, Problem-based assignments, Individual or Team project report, Case Study

References

1. Holloway, Christopher J. *The Business of Tourism*

2. Bhatia, A.K. *Tourism Development: Principles and Practice*

3. Weaver, David. *Sustainable Tourism*

COURSE 34; Internship / Capstone Project

Discipline/Programme	Management Studies					
Semester	5					
Type of Course	SEC					
Course Code	24UBBASEC301					
Course Title	INTERNSHIP/PROJECT					
Course Level	3					
Course Summary						
Lecture/Tutorial/Practical Hours	25/20/15					
Credits	Total	4	Theory		Practical/	
Pre-requisite, if any						
Total Hours	60					

SEMESTER 6

COURSE 35 Project Management

Discipline/Programme	Management Studies
Semester	6
Type of Course	CC
Course Code	24UBBACCR303
Course Title	Project Management
Lecture/Tutorial/Practical Hours	3/1/0
Course Level	3
Credit	4
Total Hours	60

Course Summary

Project Management is a core course designed to introduce students to the fundamental aspects of planning, executing, monitoring, and closing projects across diverse industries. The course emphasizes the use of project management tools, particularly Microsoft Project, to manage timelines and resources efficiently. Through exploring risk management, stakeholder communication, and Agile methodologies, students will develop the critical thinking and practical skills necessary for successful project management.

Course Outcomes

CO No.	Expected Course Outcome	Learning Domains	PO No
1	To provide a comprehensive understanding of the project management lifecycle from inception to closure.		PO1, PO2, PO3, PO4, PO8
2	To enhance skills in using project management tools such as Microsoft Project for managing complex projects.		PO1, PO2, PO3, PO4, PO8
3	To explore effective stakeholder management and communication strategies critical for project success.		PO1, PO2, PO3, PO4, PO8
4	To analyze risk management strategies and their application to ensure project success under varying circumstances		PO1, PO2, PO3, PO4, PO8

Course Content

Module	Units	Description	Hours	COs
Module 1	1.1	Core Concepts of Project Management – Definitions and Importance		CO1

	1.2	Project Life Cycle – Phases from Initiation to Closure		CO1
	1.3	Role of the Project Manager – Skills, Responsibilities, and Leadership		CO1
	1.4	Organizational Context of Projects – Structures, Culture, and Stakeholder Environment		CO1
	1.5	Overview of Project Stages – Initiation, Planning, Execution, Monitoring, and Closure		CO1
	1.6	Key Responsibilities for Project Success – Coordination, Communication, and Control		CO1
Module 2	2.1	Project Planning – Importance and Phases		CO2
	2.2	Setting Project Scope and Defining Objectives		CO2
	2.3	Developing a Work Breakdown Structure (WBS) – Purpose and Methodology		CO2
	2.4	Project Scheduling Techniques – Gantt Charts, Milestones		CO2
	2.5	Network-Based Scheduling – PERT and CPM Techniques		CO2
	2.6	Hands-on Practice – Using Microsoft Project for Planning and Scheduling		CO2
Module 3	3.1	Resource Allocation – Planning, Assigning, and Optimizing Resources		CO3
	3.2	Project Budgeting – Estimation, Cost Control, and Tracking		CO3
	3.3	Quality Management in Projects – Tools and Techniques		CO3
	3.4	Risk Management – Identification, Assessment, and Mitigation Strategies		CO3
	3.5	Monitoring and Performance Tracking – KPIs and Metrics		CO3
	3.6	Practical Exercises – Resource and Risk Management using Microsoft Project		CO3
Module 4	4.1	Project Closing Phase – Final Deliverables, Sign-off, and Documentation		CO4
	4.2	Performance Measurement – Earned Value Management and Other Tools		CO4
	4.3	Stakeholder Communication – Reporting, Feedback, and Closure Meetings		CO4
	4.4	Post-Project Evaluation – Lessons Learned and Knowledge Transfer		CO4
	4.5	Introduction to Agile Project Management – Principles and Values		CO4
	4.6	Scrum Framework – Roles, Artifacts, and Ceremonies		CO4
	4.7	Comparison of Agile and Traditional Project Management Approaches		CO4

Mode of Assessment

Assessment Type	Mode	Examples
A. Continuous Comprehensive Assessment (CCA)	Formative Assessment	Quiz, Oral Presentation, Self and Peer assessments, Written test, Open book test, Problem-based assignment, Field study report, Group discussion
Practicum	Experiential Learning	Presentations, Observation of practical skills, Field Visits, Surveys, Interviews, Case study, Focus groups, Qualitative techniques
B. End Semester Examination (ESE)	Summative Assessment	Written test, Standardized Test (MCQ), Open book, Problem-based assignments, Individual or Team project report, Case Study

References

1. Information Technology Project Management, by Kathy Schwalbe, Cengage Learning.

2. Project Management: A Managerial Approach, by Jack R. Meredith and Samuel J. Mantel Jr., Wiley.

Suggested Research Paper Reading:

Orieno, O. H., Ndubuisi, N. L., Eyo-Udo, N. L., Ilojianya, V. I., & Biu, P. W. (2024). Sustainability in project management: A comprehensive review. World Journal of Advanced Research and Reviews, 21(1), 656-677.

COURSE 36 Business Taxation

Discipline/Programme	Management Studies
Semester	6
Type of Course	CC
Course Code	24UBBACCR304
Course Title	Business Taxation
Course Level	3
Total Hours	45
Lecture/Tutorial/Practical Hours	2/0/0
Credits - Total	3
Theory	3
Practical	0

Course Outcomes (CO)

CO No.	Expected Course Outcome	Learning Domains	PO No
1	Describe the legal framework of GST and Customs Duty, including key provisions, regulations thereby explaining the tax implications on various business transactions.	Understand	PO1, PO2, PO3

2	Interpret tax laws and regulations to assess the impact of GST and Customs Duty on business operations and compliance requirements	Understand	PO4
3	Calculate GST liabilities and Customs Duty obligations for different business scenarios and solve practical taxation problems related to the two.	Apply	PO5, PO6

Course Content

Module	Topic	Key Points
Module 1	Goods and Service Taxes (GST)	Overview and Concepts, Introduction to GST, GST Acts and GSTN, Dual Model of GST
Module 2	Levy, Collection and Input Tax Credit	Meaning of Supply, Input Tax Credit, Payment of Tax, Refunds and Challan Reconciliation
Module 3	Filing of GST Returns and Audit	GST Returns Overview, Assessment and Audit
Module 4	Customs Duty	Customs Duty Overview
Module 5	Direct Tax	Introduction to Direct Tax, Taxable Income and Entities, Deductions Under Income Tax Act, Tax Computation, Filing of Income Tax Returns

Mode of Assessment

Assessment Type	Details
Continuous Comprehensive Assessment (CCA)	Quiz, Oral Presentation, Self and Peer assessments, Written test, Open book test, Problem based assignment, Field study report/Group discussion.
Practicum	Experiential learning, Presentations, Observation of practical skills, Field Visits, Surveys, Interviews, Case study, Focus group, Qualitative techniques.
End Semester Examination (ESE)	Written test/Standardized Test (MCQ)/Open book/ Problem based assignments/Individual project report/Team project report, Case Study.

COURSE 37 DISCIPLINE SPECIFIC ELECTIVE - 3

Discipline/Programme	Management Studies
Semester	6
Type of Course	DSE
Course Code	24UBBADSE304
Course Title	DISCIPLINE SPECIFIC ELECTIVE 3
Course Level	3

Credits	Total: 4 | Theory: 3 | Practical/ practicum: 0
Total Hours	60

COURSE 38 DISCIPLINE SPECIFIC ELECTIVE - 4

Discipline/Programme	Management Studies
Semester	6
Type of Course	DSE
Course Code	24UBBADSE305
Course Title	Discipline Specific Electives CORE 4
Course Level	3
Credits	Total: 4 | Theory: 4 | Practical/practicum: 0
Total Hours	60

COURSE 39- Corporate Governance

Discipline/Programme	Management Studies
Semester	6
Type of Course	SEC
Course Code	24UBBASEC303
Course Title	Corporate Governance
Course Level	3
Credits	Total: 2 | Theory: 2 | Practical: 0
Total Hours	30

Course Outcomes (CO) - Corporate Governance

CO No.	Expected Course Outcome	Learning Domains *	PO No
1	Describe the concept of corporate governance and its significance and discuss different theories of corporate governance.		
2	Demonstrate the role of different stakeholders in corporate governance and interpret concepts like insider trading, shareholder activism, and CSR.		
3	Relate major global corporate failures and the international codes that were developed in response.		
4	Judge the regulatory framework of corporate governance in India, major corporate failures in India and the common governance problems associated with these failures		

*Learning Domains: Remember (K), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C)

Course Content - Corporate Governance

Module	Units	Description	Hours	COs
Module 1	1.1	Corporate Governance – Meaning, Definition, and Conceptual Framework		CO1
	1.2	Significance of Corporate Governance – Transparency, Accountability, Ethical Conduct		CO1
	1.3	Theories of Corporate Governance – Agency Theory and Stewardship Theory		CO1
	1.4	Theories of Corporate Governance (continued) – Stakeholder Theory and Others		CO1
	1.5	Board Structures – Unitary vs. Dual Boards, Committees, and Best Practices		CO1
Module 2	2.1	Board Composition – Independence, Diversity, and Director Responsibilities		CO2
	2.2	Role of the Board – Strategic Oversight, Risk Management, and Governance		CO2
	2.3	Insider Trading – Legal Framework, Ethical Implications, and Case Examples		CO2
	2.4	Shareholder Activism – Forms, Mechanisms, and Impact on Governance		CO2
	2.5	Corporate Social Responsibility (CSR) – Legal Provisions and Strategic Importance		CO2
Module 3	3.1	Global Corporate Failures – Case Study: Enron		CO3
	3.2	Global Corporate Failures – Case Study: Maxwell Communications		CO3
	3.3	Regulatory Responses – Cadbury Report and Sarbanes-Oxley (SOX) Act		CO3
	3.4	OECD Principles of Corporate Governance – Structure and Global Influence		CO3
Module 4	4.1	Corporate Governance in India – Evolution and Context		CO4
	4.2	Birla, Murthy, and Kotak Committee Recommendations – Key Highlights		CO4
	4.3	SEBI (LODR) Regulations – Corporate Disclosure, Board Composition, and Governance Norms		CO4
	4.4	Major Corporate Failures in India – Case Studies and Lessons Learned		CO4

Mode of Assessment - Corporate Governance

Continuous Comprehensive Assessment (CCA)	Quiz, Oral Presentation, Peer assessments, Written test, Open book test, Problem-based assignment, Field study report, Group discussion.
Practicum	Experiential learning, Field Visits, Surveys, Interviews, Case study, Focus group, Qualitative techniques.
End Semester Examination (ESE)	Written test, MCQ, Open book, Problem-based assignments, Project reports, Case Study.

COURSE 40 MAJOR PROJECT

Discipline/Programme	Management Studies
Semester	5
Type of Course	SEC
Course Code	24UBBASEC302
Course Title	MAJOR PROJECT{Evaluation in sem 6}
Course Level	3
Course Summary	
Lecture/Tutorial/Practical Hours	Practical hours 4
Credits	Total -4
Pre-requisite, if any	

COURSE 41 Research Methodology and Intellectual Property Rights

Discipline/Programme	Management Studies
Semester	6
Type of Course	Audit Course
Course Code	24UBBAUD302
Course Title	Research Methodology and Intellectual Property Rights
Lecture/Tutorial/Practical Hours	2/0/0
Total Credits	0
Theory Credits	0
Practical Credits	0

Course Outcomes (CO)

CO No.	Expected Course Outcome	Learning Domains	PO No
1	Understand Key Research Methodology Concepts: Demonstrate an understanding of research problems, methodologies, and ethical practices while effectively conducting literature reviews and writing technical reports.	K, U, A	
2	Develop Practical Research Skills: Identify, analyze, and formulate research problems, utilizing appropriate data collection and analysis methods to address real-world challenges.	A, An, S	
3	Comprehend and Apply Intellectual Property Rights (IPR): Gain knowledge of the scope, processes, and global frameworks of IPR, including patents, copyrights, trademarks, and geographical indications.	K, U, A	
4	Explore Emerging Trends in IPR and Technology Transfer: Analyze new developments in IPR, including biotechnology, AI, and traditional knowledge, and understand the principles of licensing, technology commercialization, and sustainable innovations.	An, E, C	

Course Content Table

Module	Units	Description	Hours	COs
Module 1	1	Meaning and Dimensions of Research Problems: Understanding research problems and their importance in solving real-world issues.		CO1
	2	Sources and Identification: Basic techniques for finding interesting research problems using books, articles, and expert opinions.		CO1
	3	Characteristics and Criteria: Learning what makes a good research problem, such as clarity, relevance, and feasibility. Errors and Challenges: Common mistakes in choosing research problems and how to avoid them.		CO1
	4	Research Methodology Approaches: Overview of methods like surveys, experiments, and interviews to gather and analyze data.		CO1
Module 2	1	Literature Review Techniques: How to find and summarize information from different sources like journals and databases.		CO2
	2	Plagiarism and Ethics: The importance of giving credit to others' work and following ethical guidelines in research.		CO2
	3	Technical Writing Basics: Writing clear and effective research reports and articles.		CO2
	4	Research Proposals: Simple steps to write a research plan and present it to a review committee.		CO2
Module 3	1	Nature and Scope of IPR: In-depth analysis of patents, industrial designs, trademarks, copyrights, and trade secrets.		CO3
	2	Technological Innovation and Patenting: Advanced processes, patent drafting techniques, and patent landscaping for research-driven innovation.		CO3
	3	Global IPR Frameworks: Patent Cooperation Treaty (PCT), WTO's TRIPS Agreement, and regional cooperation in IPR enforcement.		CO3
	4	Case Studies: Examination of landmark IPR disputes, technological breakthroughs, and their impact on society.		CO3
Module 4	1	Scope and Limitations: Advanced insights into patent rights enforcement and revocation processes.		CO4
	2	Technology Commercialization: Models of technology transfer, licensing agreements, and strategic partnerships.		CO4
	3	Geographical Indications: Case studies on the socio-economic impact of GI protection.		CO4
	4	Patent Databases: Utilization of patent analytics for trend forecasting and competitive intelligence.		CO4
Module 5	1	New Frontiers in IPR: Biotechnology patents, software protection, AI-generated innovations,		CO4

		and data privacy considerations.		
	2	Traditional Knowledge and Bioprospecting: Frameworks for protecting indigenous knowledge and benefit-sharing models.		CO4
	3	Sustainability and IPR: Role of IPR in fostering green technologies and addressing global environmental challenges.		CO4
	4	Administration of Patent Systems: Reforms in global patent systems, digital transformation in IP management, and future challenges.		CO4

Mode of Assessment

Continuous Comprehensive Assessment (CCA)	Quiz, Oral Presentation, Self and Peer assessments, Written test, Open book test, Problem based assignment, Field study report/Group discussion.
Practicum	Experiential learning, Presentations, Observation of practical skills, Field Visits, Surveys, Interviews, Case study, Focus group, Qualitative techniques.
End Semester Examination (ESE)	Written test/Standardized Test (MCQ)/Open book/ Problem based assignments/Individual project report/Team project report, Case Study.

4. Syllabus of courses for Honours without Research: Semester – 7 and Semester – 8

SEMESTER 7

COURSE 42 - AI for Business, DEI, and Digital Ethnography

Discipline/Programme	Management Studies
Semester	7
Type of Course	CC
Course Code	24UBBACCR401
Course Title	AI FOR BUSINESS, DIVERSITY, EQUITY AND INCLUSION, DIGITAL ETHNOGRAPHY OR ONLINE COURSE
Course Level	4
Total Hours	60
Lecture/Tutorial/Practical Hours	3/1/0
Credits – Total	4

Course Summary: This course introduces BBA students to the role of Artificial Intelligence (AI) in business decision-making, automation, and analytics. It also covers Diversity, Equity, and Inclusion (DEI) principles, emphasizing ethical AI practices and inclusive workplace strategies. Additionally, students will explore Digital Ethnography, a modern research method used to analyze online consumer behavior. Through case studies and practical applications, learners will develop AI-driven business insights while understanding the impact of technology on society and organizations.

Course Outcomes (CO)

CO No.	Expected Course Outcome	Learning Domains *	PO
1	Understand AI Applications in Business – Explain the role of Artificial Intelligence in business decision-making, automation, and data analytics.	U, A	PO1,PO2, PO6,PO8
2	Analyze DEI in AI Implementation – Evaluate the impact of AI on Diversity, Equity, and Inclusion (DEI) and propose strategies for ethical and unbiased AI usage.	An, E	PO1,PO2, PO6,PO8
3	Apply Digital Ethnography Techniques – Utilize digital ethnographic methods to study online consumer behavior and market trends.	A, An	PO1,PO2, PO6,PO8
4	Develop AI-Driven Business Strategies – Integrate AI tools in business operations to enhance productivity, customer engagement, and strategic decision-making.	C, E	PO1,PO2, PO6,PO8

Content: Big Data & AI Applications in Business

Module	Unit	Description	Hours	COs
Module 1: Converging Technologies	Unit 1	Converging Technologies: Big Data Overview, V's of Big Data, Big Data Analysis, IoT		CO1
	Unit 2	Cloud Computing, Data Management Infrastructure, Data Analysis		CO1
	Unit 3	Extracting Intelligence from Big Data, Changing organization Culture/Strategy/Role of Practicing Managers		CO1
	Unit 4	People Component of Big Data & AI		CO1
Module 2: Introduction to AI	Unit 1	Introduction to AI: History & Evolution of AI, AI-Driven Business Transformation		CO2
	Unit 2	Overview of AI technologies: Machine Learning, Deep Learning, NLP, Computer Vision, Robotics		CO2
	Unit 3	Generative AI, Case study analysis of AI's impact on different industries		CO2
Module 3: AI Applications in Business	Unit 1	AI in Finance – algorithmic trading, credit scoring, fraud detection		CO3
	Unit 2	AI in CRM – personalization, chatbots, predictive analytics		CO3
	Unit 3	AI in HRM – recruitment, performance analytics, workforce planning		CO3
Module 4: Ethics in AI	Unit 1	Bias, fairness, and transparency		CO4
	Unit 2	Responsible AI practices for leaders		CO4
	Unit 3	Mitigating ethical risks, societal and legal aspects of AI		CO4

- Mode of Assessment

Assessment Type	Mode	Examples
A. Continuous Comprehensive Assessment (CCA)	Formative Assessment	Quiz, Oral Presentation, Self and Peer assessments, Written test, Open book test, Problem-based assignment, Field study report, Group discussion
Practicum	Experiential Learning	Presentations, Observation of practical skills, Field Visits, Surveys, Interviews, Case study, Focus groups, Qualitative techniques
B. End Semester Examination (ESE)	Summative Assessment	Written test, Standardized Test (MCQ), Open book, Problem-based assignments, Individual or Team project report, Case Study

COURSE 43: ENTREPRENEURIAL LEADERSHIP

Discipline/Programme		Management Studies	
Semester		7	
Type of Course		CC	
Course Code		24UBBACCR402	
Course Title		ENTREPRENEURIAL LEADERSHIP	
Course Level		4	
Total Hours		60	
Lecture Hours	Tutorial Hours	Practical Hours	Total Credits
3	0	2	4

Course Summary

This course explores the principles and practices of entrepreneurial leadership, focusing on how visionary leaders drive innovation, growth, and change in dynamic business environments. It covers key topics such as opportunity recognition, strategic decision-making, risk management, team building, and ethical leadership. Students will develop critical thinking, problem-solving, and leadership skills essential for launching and managing successful ventures. Through case studies, real-world applications, and interactive learning, the course prepares individuals to lead with confidence, adapt to challenges, and foster an entrepreneurial mindset in organizations.

Course Outcomes (CO)

CO No.	Expected Course Outcome	Learning Domains	POs
1	Explore ethnography as a method and field of practice with reference to its application in business management.		PO3, PO4
2	Determine the limitations and strengths of using ethnography in digitally mediated communities.		PO5, PO6
3	Develop skills in using techniques and strategies for gathering ethnographic data digitally.		PO3, PO6
4	Appreciate the ethical considerations unique to digital ethnography.		PO6, PO7, PO8

Course Content

Course Content: Entrepreneurial Leadership

Module	Units	Description	Hours	COs
Module 1	1	Unit 1: Foundations of Entrepreneurial Leadership 1. Introduction to Leadership and Entrepreneurship		CO1
	2	Definitions and Concepts of Leadership		CO1
	3	Social, Managerial and Entrepreneurial Leadership Theories and Models of Leadership		CO1

	4	Trait Theory, Behavioral Theories, Contingency Theories, Transformational and Transactional Leadership		CO1
Module 2	1	Unit 2: Leading with the Entrepreneurial Mindset 1. Creativity and Innovation in Entrepreneurship 2. Techniques for Fostering Creativity. 3. Overview of Innovation Management and role of Founders		CO2
	2	4. Building Culture of Innovation and Entrepreneurial Mindset 5. Leading through Innovation: Venture strategies and role of the leader.		CO2
	3	6. The virtual work and organization; Leadership and the future of work in the venture leadership context.		CO2
Module 3	1	Unit 3: Leadership Challenges and Strategies in Entrepreneurial Context 1. Leadership Challenges in Entrepreneurial Venture Development 2. Case Studies of Prominent Entrepreneurial Leaders		CO3
	2	3. Analysis of elements of leadership desirable in different stages of venture creation and development 4. Designing organizational structure and managing people performance		CO3
	3	5. Building teams; Managing Growth, Change, Conflicts and Transition 6. Ethics and Social Responsibility in Entrepreneurship 7. Ethical Decision-Making Frameworks		CO3
	4	8. Building the Right Culture and Values: Role of leader 9. Corporate Social Responsibility (CSR) 10. Sustainable Business Practices and managing change 11. Leadership and shaping Sustainability In Business Models		CO3
Module 4	1	Unit 4: Ethical and Sustainable Entrepreneurship 1. Ethics And Social Responsibility In Entrepreneurship 2. Ethical Decision-Making Frameworks		CO4
	2	3. Building the Right Culture and Values: Role of leader 4. Corporate Social Responsibility (CSR)		CO4
	3	5. Sustainable Business Practices and managing change 6. Leadership and shaping Sustainability In Business Models		CO4

Mode of Assessment

Assessment Type	Mode	Examples
A. Continuous Comprehensive Assessment (CCA)	Formative Assessment	Quiz, Oral Presentation, Self and Peer assessments, Written test, Open book test, Problem-based assignment, Field study report, Group discussion
Practicum	Experiential Learning	Presentations, Observation of practical skills, Field Visits, Surveys, Interviews, Case study, Focus groups, Qualitative techniques
B. End Semester Examination (ESE)	Summative Assessment	Written test, Standardized Test (MCQ), Open book, Problem-based assignments, Individual or Team project report, Case Study

Readings (Latest Editions)

1. Robbins, S. P., & Judge, T. A. Essentials of organizational behavior. Pearson.
2. Northouse, P. G. Leadership: Theory and practice. Sage publications.
3. Christensen, C. M. et al. Disruptive Innovation: The Christensen Collection.
4. Christensen, C. M. How Will You Measure Your Life? Harvard Business Review.
5. Ries, E. The Lean Startup. Crown Currency.
6. Vugt, M. van, & Ronay, R. The evolutionary psychology of leadership.
7. Fries, A. et al. Leadership Styles and more.

COURSE 44 DISCIPLINE SPECIFIC ELECTIVE-5

COURSE 45 DISCIPLINE SPECIFIC ELECTIVES 6

Course 46 LEGAL FRAMEWORK FOR IT BASED BUSINESS AND

INTELLECTUAL PROPERTY RIGHTS

Course Code	24UBBADSE403					
Title of the Course	LEGAL FRAMEWORK FOR IT BASED BUSINESS AND INTELLECTUAL PROPERTY RIGHTS					
Semester	7					
Type	DSE 12					
Credits	4					
Hours	Total	4	Theory	4	Practical	
Pre-requisite, if any	nil					
Total Hours	60					

Objective of the Course:

To provide awareness regarding legal framework for IT based business houses and cyber law as well as IPR

Course Outcome No	Expected Course Outcome	Cognitive Level	Programme Specific Outcome Linkage
1	Providing an awareness regarding concept of cyberspace and legislations involved	Understand	PO4, PO5
2	Developing idea regarding cybercrime and Consequences,IT act	Understand	PO4, PO5
3	Getting knowledge about Intellectual property rights	Understand	PO6, PO7, PO8
4	Developing understanding about E Contracts, Gain awareness regarding procedural formalities and impact with relation to IPR.	Understand	PO6, PO7, PO8

COURSE CONTENT

Module	Units	Description	Hours	COs
Module 1-	1.1	Introduction- Cyberspace vs. Physical space; Scope of Cyber Laws. Components of Cyber Laws in India		CO1
	1.2	Information TechnologyAct,2000; Relevant provisions from Indian Penal Code, Indian Evidence Act, Bankers Book Evidence Act, Reserve Bank of India Act, etc		CO1
Module 2 -Cybercrimes- Concept, Forms and Consequences, Information Technology Act, Information Security and Standards	2.1.	Concept of Cyber Crimes Cyber Contraventions & Cyber Offences Cyber Crimes and legal issued involved		CO2
	2.2	Unauthorised Access, Cyber Hacking, Denial of Access to Authorised Person, E mail bombing, Web jacking, Web Defacement & Salami Attacks		CO2

	2.3	Cyber Defamation– meaning; applicability of provisions of IPC; penal liabilities, Phishing, Cyber Stalking, Cyber pornography, Cyber Terrorism.		CO2
	2.4	Case Laws relating to above situations		CO2
	2.5	Information Technology Act – a brief overview; Documents or transactions to which IT Act shall not be applicable;		CO2
	2.6	meaning of Computer, Computer system and Computer network; E – governance; Concept of Electronic Signature; Concept of Cyber contraventions and Cyber Offences		CO2
	2.7	Case laws relating to the above situations covered under IT Act		CO2
Module 3- Historical Perspectives, Key forms and Legislations for IPR- 18 hours	3.1	Historical perspective- WIPO- international treaties- Paris and Berne conventions- WTO- multilateral agreements- TRIPS- India and TRIPS- Issues and Challenges-benefits-criticism		CO3
	3.2	Key forms of IPR- patents- copyrights- trademarks- industrial designs- layout designs of ICs- geographical indications- trade secrets- plant varieties		CO3
	3.3	IPR and Indian legislations- Indian Trademarks Act 1999- The Copy rights (Amendment) Act 1999- Geographical Indications of Goods (Registration and protection) Act 1999- Semiconductor Integrated Circuit Layout Design Act 2000- The Industrial Designs Act 2000- Protection of Plant Varieties and Farmer_s Rights Act 2001- Biological Diversity Act 2002- The Patents (Amendment)Act2005.		CO3
Module 4 E Contracts, Procedural formalities and Impact of IPR	4.1	E-Contract–legal provisions regulating the– contract with special reference to the provisions of IT Act, 2000.		CO4
	4.2	Copyright issues in Cyber space–relevant provisions under Copy right Act, regulating copyright issues in Cyber space		CO4
	4.3	Online Software Piracy–legal issues involved; Analysis of sufficiency of provisions of copyright Act to deal with Online Software Piracy		CO4

	4.4	Trademark issues in Cyberspace – Domain Name; Cyber-squatting as a form of Domain Name dispute;		CO4
	4.5	Case law relating to above situations		CO4
	4.6	Procedure for registering IPRs- role of government- Department of Industrial Policy and Promotion,		CO4
	4.7	Major agencies for administering IPRs- enforcement mechanism- Intellectual Property Appellate Board.		CO4

Mode of Assessment

Assessment Type	Mode	Examples
A. Continuous Comprehensive Assessment (CCA)	Formative Assessment	Quiz, Oral Presentation, Self and Peer assessments, Written test, Open book test, Problem-based assignment, Field study report, Group discussion
Practicum	Experiential Learning	Presentations, Observation of practical skills, Field Visits, Surveys, Interviews, Case study, Focus groups, Qualitative techniques
B. End Semester Examination (ESE)	Summative Assessment	Written test, Standardized Test (MCQ), Open book, Problem-based assignments, Individual or Team project report, Case Study

Suggested Assignment:

To present case laws relating to e business

To present case laws in the above mentioned fields and the impact of the judicial verdicts

To trace the amendments in legal framework for IT based business and its impact.

Recommended Text Books

Kant Mani, A Practical Approach to Cyber Law- Kamal Publishers

Sathish Chandra- Cyber Law in India- ABS Books

Vishnu Sharma, Vineeth Bali, Vikram Sharma- Fundamentals of Cyber Security and Law-StarEdu

M K Bhandari- Law relating to Intellectual Property Rights- Central Law Publications

V K Ahuja- Law relating to Intellectual Property Rights-LexisNexis

Reference

Bare Act- Indian Evidence Act

Indian Penal Code

Indian Contract Act

I T Act with Amendments

Copyrights and Trade Marks Act

Patents Act

RBI Act

COURSE 47 Dissertation (Evaluation in VIII the semester)

Course Code	24UBBASEC401
Title of the Course	Dissertation (Evaluation in VIII the semester
Semester	7
Type	
Credits	4 Credit -Evaluation in the semester
Hours	3/1/0

COURSE 48 Internship 2

Course Code	24UBBASEC402
Title of the Course	Internship 2
Semester	7
Type	
Credits	4
Hours	4

SEMESTER 8

COURSE 49: DISCIPLINE SPECIFIC ELECTIVE 7

COURSE 50: DISCIPLINE SPECIFIC ELECTIVE8

COURSE51: DISCIPLINE SPECIFIC ELECTIVE 9

COURSE 52 DISSERTATION

Course Code	24UBBASEC401
Title of the Course	Dissertation Started in semester 7
Semester	7
Type	
Credits	8
Hours T/T/P	3/1/0

5. Syllabus of courses for HONOURS WITH RESEARCH : Semester 7 and Semester - 8

COURSE 53 Advanced Data Analysis Tools

Discipline/Programme	Management Studies					
Semester	7					
TypeofCourse	DSE6					
Course Code	24UBBACCR403					
CourseTitle	ADVANCE DATA ANALAYSIS TOOLS					
Course Level	4					
Course Summary	This course provides an in-depth understanding of advanced data analysis techniques and tools used for extracting insights from complex datasets. It covers statistical methods, machine learning applications, data visualization, predictive modeling, and big data analytics. Students will gain hands-on experience with industry-standard tools such as Python, R, SQL, Tableau, and Excel for data processing, interpretation, and decision-making. Through practical case studies and real-world applications, the course equips learners with the skills needed to analyze trends, optimize business strategies, and make data-driven decisions effectively.					
Lecture/Tutorial/Practical Hours	3/0-/2					
Credits	Total	4	Theory	4	Practical	
Pre-requisite,if any						

CO No.	Expected Course Outcome	Learning Domains *	PO No
1	1. To introduce advanced data analysis tools and techniques used in business decision-making.	U	PO1,PO2
2	. To develop proficiency in using statistical software for comprehensive data analysis, including manipulation, interpretation, and visualization. .	AN	PO4,PO7
3	To explore the application of these tools in addressing real-world business challenges through hands-on exercise	EV	PO5,PO1
4			

*Remember(K),Understand(U),Apply(A),Analyse(An),Evaluate(E),Create(C), Skill (S), Interest (I) and Appreciation (Ap)

Course Content: Data Analysis and Analytics

Module	Units	Description	Hours	COs
Module 1: Unit 1: Data Handling and Statistical Foundations	1	Introduction to Data Analysis: Overview of data analysis fundamentals, including statistical software tools and basic operations.		CO1
	2	Data Importing and Cleaning: Techniques for importing and cleaning data to prepare for analysis		
	3	Initial Data Exploration: Methods for exploring and understanding data to uncover patterns.		CO1
	4	Foundation for Further Analysis: Setting the groundwork for more advanced techniques.		CO1
Module 2: Statistical Analysis and Modeling	1	Descriptive and Inferential Statistics: Introduction to statistical methods for summarizing and making inferences from data.	5	CO2
	2	Regression Analysis: Techniques for modeling relationships between variables and predicting outcomes.		CO2
	3	Hypothesis Testing: Methods for testing assumptions and drawing conclusions from sample data.		CO2
	4	Time Series and Forecasting: Analyzing time-based data and applying forecasting techniques to predict future trends.		CO2
Module 3: Machine Learning and Advanced Analytical Techniques	1	Decision Trees and Clustering: Introduction to decision trees and clustering algorithms for data segmentation and prediction.		CO3,CO1
	2	Neural Networks: Overview of neural networks and their applications in solving complex business problems.		CO3,CO1

	3	Fundamentals of Deep Learning: Understanding deep learning techniques and their role in advanced analytics.		CO3
	4	Predictive Analytics and Decision-Making: Applying machine learning algorithms to drive data-driven business decisions.		CO3
Module 4: Visualization, Reporting, and Ethical Considerations	1	Data Visualization Techniques: Introduction to creating effective visualizations using tools like Tableau and Power BI.		CO4,CO1
	2	Interactive Dashboards: Building interactive dashboards to present data in a user-friendly format.		CO4,CO1
	3	Ethical Considerations in Data Analysis: Understanding the ethical implications of data analysis and responsible use of data.		CO4,CO1
	4	Reporting and Communicating Insights: Techniques for preparing reports and presentations to clearly communicate data insights to stakeholders.		CO4,CO1

Assessment	MODE OF ASSESSMENT
Types	
	AA. Continuous Comprehensive Assessment (CCA) Theory:
	Quiz, Oral Presentation, Self and Peer assessments, Written test, Open book test, Problem based assignment, Field study report/Group discussion. Any other method as may be required for specific course by the course faculty.
	Practicum:
	Experiential learning, Presentations, Observation of practical skills, Field Visits, Surveys, Interviews, Case study, Focus group, Qualitative techniques, Any other method as may be required for specific course by the course faculty.
	BB. End Semester Examination (ESE) Theory: Written test/Standardized Test (MCQ)/Open book/ Problem based assignments/Individual project report/Team project report, Case Study.

COURSE 54 ADVANCE RESEARCH METHODOLOGY

Discipline/Programme	Management Studies					
Semester	7					
Type of Course	CC					
Course Code	24UBBACCR404					
Course Title	ADVANCE RESEARCH METHODOLOGY					
Course Level	4					
Course Summary	This course aims to enhance students' understanding of advanced research designs and methodologies, develop proficiency in qualitative and quantitative data analysis techniques, and explore contemporary issues and innovations in research methodology relevant to business studies.					
Lecture/Tutorial/Practical Hours	3/0/2					
Credits	Total	4	Theory	4	Practical	
Pre-requisite, if any						

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome	Learning Domains *	PO No
1	| Enhance understanding of advanced research designs and methodologies beyond the foundational level		
2	Develop proficiency in qualitative and quantitative data analysis techniques using advanced software tools		
3	Explore contemporary issues and innovations in research methodology relevant to business studies. |		
*Remember (K), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap)			

COURSE CONTENT

Content for Classroom transaction (Units)

Module	Units	Description	Hours	Cos
Module 1: Advanced Research Frameworks	1	Introduction to advanced research frameworks - Research philosophy, inquiry, ontology, epistemology, and paradigms - Quantitative, qualitative, and mixed methods approaches - Specialized research designs: experimental and non-experimental designs, longitudinal, cross-sectional, and factorial design, Latin square design, randomized group design - Advanced research questions/inquiry		
Module 2 Advanced Data Analysis Technique	1	Qualitative methods: ethnography and phenomenology - Advanced quantitative approaches: multivariate analysis and structural equation modeling - Sophisticated data analysis software: NVivo, ATLAS.ti, PLSEM - Enhancing analytical skills	5	CO2
Module 3 : Contemporary Issues in Research	1	- Impact of big data and analytics on research methodologies - Incorporation of artificial intelligence into research methodologies - Ethical considerations in modern research practices - Transformative role of technologies: virtual reality and augmented reality in business research		

Module 4 Application and Ethics		Applying research methods to real-world scenarios - Exploring ethical challenges in conducting research - Preparing scholarly articles, grant proposals, and comprehensive research reports - Practical application of research skills and ethical considerations in documentation and reporting		

Mode of Assessment

Assessment Type	Mode	Examples
A. Continuous Comprehensive Assessment (CCA)	Formative Assessment	Quiz, Oral Presentation, Self and Peer assessments, Written test, Open book test, Problem-based assignment, Field study report, Group discussion
Practicum	Experiential Learning	Presentations, Observation of practical skills, Field Visits, Surveys, Interviews, Case study, Focus groups, Qualitative techniques
B. End Semester Examination (ESE)	Summative Assessment	Written test, Standardized Test (MCQ), Open book, Problem-based assignments, Individual or Team project report, Case Study

REFERENCES*

- Creswell, J. W., & Creswell, J. D. (2018). Research design: Qualitative, quantitative, and mixed methods approaches.

- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). Multivariate data analysis.

Note: I have kept the original format and made minor changes to improve grammar, word spacing, and table alignment. I have also converted the sentences in the course content to specific points. Let me know if you need further changes!

Classroom Procedure (Mode of transaction)

Teaching and Learning Approach	Interactive lectures, flipped classroom, Lecture-based Learning, Project-Based Learning, Experiential Learning, Peer Teaching, invited lecture, group discussions, Discussion-based Learning, Inquiry-Based Learning, Field based collection and interactions, Online Learning, Blended Learning, and other innovative learning approaches.

COURSE 55 :DISCIPLINESPECIFIC ELECTIVE 10

COURSE 56 DISCIPLINESPECIFIC ELECTIVE 11

DISCIPLINESPECIFIC ELECTIVE 12: LEGAL FRAMEWORK FOR IT BASED BUSINESS AND INTELLECTUAL PROPERTY RIGHTS(course 46-compulsory for all)

Course Code	24UBBADSE403
Title of the Course	LEGAL FRAMEWORK FOR IT BASED BUSINESS AND INTELLECTUAL PROPERTY RIGHTS
Semester	7
Type	DSE 12
Credits	4
Hours Theory/Tutorial/Practical	2/0/2

Course 57 RESEARCH INTERNSHIP REPORT AND VIVA

Discipline/Programme	Management Studies					
Semester	7					
Type of Course	SEC					
Course Code	24UBBASEC404					
Course Title	RESEARCH INTERNSHIP REPORT AND VIVA					
Course Level	4					
Course Summary						
Lecture/Tutorial/Practical	4					
Hours						
Credits	Total	4	Theory	4	Practical	
Pre-requisite, if any						

SEMESTER 8

BBA HONOURS (WITH RESEARCH)

COURSE 58 DISERTATION {RESEARCH TRACK}

Discipline/Programme	Management Studies					
Semester	1					
Type of Course	SEC					
Course Code	24UBBASEC405					
Course Title	DISERTATION {RESEARCH TRACK}					
Course Level						
Course Summary						
Lecture/Tutorial/Practical Hours						
Credits	Total	20	Theory		Practical	
Pre-requisite, if any						

6. DSE COURSES FOR BBA Integrated Marketing and new Media

DSE 01: Advertising Management

Parameter	Details
Discipline/Programme	Management Studies
Semester	5
Type of Course	DSE1
Course Code	24UBBADSE301
Course Title	Advertising Management
Course Level	3
Lecture/Tutorial/Practical	3/0/2
Credits	4
Theory Hours	3
Practical/practicum Hours	2
Pre-requisite	None

Course Summary

The Advertising Management course explores the strategic planning, execution, and evaluation of advertising campaigns to build brand awareness and drive consumer engagement. It covers key topics such as media planning, creative development, budgeting, and the role of digital and traditional advertising channels. By the end of the course, students will gain practical skills in crafting effective advertising strategies and measuring their impact on business objectives.

Course Outcomes (CO)

CO No.	Expected Course Outcome	PO No.
1	Understand the fundamental concepts of advertising, including its definitions, objectives, types, and the role of ad agencies in creating effective marketing strategies.	2
2	Acquire skills in the elements of advertisement, such as copywriting, layout design, and effective use of symbols and slogans to enhance brand messaging.	3
3	Develop knowledge of salesmanship principles, including the importance of sales techniques, different types of sales roles, and the steps involved in the sales process.	4
4	Explore the essential skills and qualities needed for successful salesmanship, alongside effective methods for training, motivating, and supervising sales personnel to achieve sales goals.	-

Course Content

Module	Unit	Description	COs
1	1	Advertising definition.	1
1	2	Advertising objectives.	1
1	3	Types of Advertising: Newspaper, Magazines, Journals, Outdoor Ads, Theatre Ads, Radio, TV Advertisement.	1
1	4	Product placement.	1

2	1	Ad Agencies: Types and functions. Ethics in Advertisement.	2
2	2	Advertisement Budget: Types and functions.	2
2	3	Ethics in Advertisement.	2
2	4	Advertisement Budget and its importance.	2
3	1	Element of Advertisement: Copywriting, Advertisement layout, Proofreading.	3
3	2	Typography, Lithography, Use of Symbols, Slogans, Caption, Catch Phrase.	3
3	3	Salesmanship: Importance of Salesman, Steps in selling. Direct Marketing.	3
3	4	Different types of Salespersons: Retailer, Wholesaler, etc. Negotiation.	3
4	1	Knowledge, Skills, and Qualities required in Salesmanship.	4
4	2	Training and Supervising Salesmen.	4
4	3	Motivating Salesmen: Perks, Commission, Incentives, Remuneration, Awards, and Rewards.	4

Teaching and Learning Approach

Interactive Lectures, Flipped Classroom, Lecture-based Learning, Project-based Learning, Experiential Learning, Peer Teaching, Invited Lectures, Group Discussions, Discussion-based Learning, Inquiry-based Learning, Field-based Collection and Interactions, Online Learning & Blended Learning.

Mode of Assessment

Assessment Type	Mode	Examples
A. Continuous Comprehensive Assessment (CCA)	Formative Assessment	Quiz, Oral Presentation, Self and Peer assessments, Written test, Open book test, Problem-based assignment, Field study report, Group discussion
Practicum	Experiential Learning	Presentations, Observation of practical skills, Field Visits, Surveys, Interviews, Case study, Focus groups, Qualitative techniques
B. End Semester Examination (ESE)	Summative Assessment	Written test, Standardized Test (MCQ), Open book, Problem-based assignments, Individual or Team project report, Case Study

References: -

Advertising Management Rajeev Batra, John G Myers, David A Aaker Pearson, 5th edition

Salesmanship and Advertisement Dawar S.R

Sales Promotion Cummins. J Kogan Page; 5 edition

New patterns in Sales, Management Birth and Boyd

DSE O2 : DIGITAL MARKETING

Discipline/Programme	Management Studies
Semester	5
Course Type	DSE 2
Course Code	24UBBADSE302
Course Title	Digital Marketing
Course Level	3
Credits	4
Lecture/Tutorial/Practical Hours	3/0/2
Total Hours	5
Pre-requisite	None

Course Summary

This course introduces the fundamental concepts and practices of social media marketing. You will gain a comprehensive understanding of the major social media platforms, learn how to develop a winning social media strategy, create engaging content, and measure the effectiveness of campaigns.

Course Outcomes (CO)

CO No.	Expected Course Outcome	Learning Domains	PO No.
1	Comprehend the fundamental principles of digital marketing and its role in the marketing mix.	Understand	PO1
2	Identify and utilize various digital marketing channels and techniques.	Understand	PO2
3	Develop a social media strategy aligned with business goals and target audience.	Create	PO2, PO3, PO5, PO8
4	Create and manage effective online advertising campaigns.	Create	PO1, PO2
5	Analyse and measure the effectiveness of digital marketing efforts.	Analyse	PO2

Course Content

Module	Units	Description	Hours / COs
Module 1	1	Introduction to Digital Marketing - Definition, history, and evolution of digital marketing - Benefits and challenges of digital marketing - The changing digital landscape and its impact on marketing	3 / CO1
	2	Understanding the Digital Customer Journey - Stages of the customer journey in the digital age - Online user behavior and	4 / CO1

		touchpoints - Targeting and segmenting audience for effective marketing	
	3	Building Your Digital Marketing Strategy - Setting SMART goals and objectives - Identifying key performance indicators (KPIs) - Developing a content marketing strategy	3 / CO2, CO4
Module 2	1	Understanding Search Engine Optimization (SEO) - On-page and off-page SEO techniques - Keyword research and optimization - Building website authority and ranking higher in search results	5 / CO4
	2	Introduction to Search Engine Marketing (SEM) - Benefits of paid search advertising - Setting up and managing pay-per-click (PPC) campaigns - Targeting options and campaign optimization strategies	5 / CO4, CO5
	3	Integrating SEO and SEM for Success - Aligning SEO and SEM strategies - Using data insights to improve both organic and paid search performance	3 / CO3, CO4, CO5
Module 3	1	Content Marketing Fundamentals - Importance of content in digital marketing strategy - Different types of content (e.g., blog posts, videos, infographics) - Content creation best practices and strategy development	3 / CO1
	2	Social Media Marketing Strategies - Major social media platforms and their unique characteristics - Building a social media presence and engaging your audience - Content creation and scheduling for different social media channels	5 / CO2, CO3
	3	Content Distribution and Promotion - Utilizing organic and paid channels to promote content - Building relationships with influencers and online communities - Measuring the effectiveness of content marketing campaigns	5 / CO3, CO4
Module 4	1	Email Marketing - Building an email list and segmentation - Creating engaging email campaigns and automation - Measuring email marketing performance and optimizing campaigns	4 / CO3, CO4, CO5
	2	Mobile Marketing - Importance of mobile marketing in the digital age - Mobile website optimization and app marketing strategies -	5 / CO1, CO2, CO3

		Engaging with customers through SMS marketing and mobile advertising	
Module 5	3	Digital Marketing Analytics and Reporting - Key digital marketing analytics tools and platforms - Analysing website traffic, user behavior, and campaign performance - Presenting data insights and optimizing digital marketing strategy	3 / CO4, CO5
Module 5	1	Case Study: Boosting Website Traffic and Leads for a Local Bakery	5 / CO1, CO5
Module 5	2	Create a dummy website using WordPress and implement robust search engine optimization strategies to enhance its visibility and ranking on Google search results	5 / CO3, CO4, CO5
Module 5	3	Develop compelling multimedia content, ranging from text, graphics, videos, to animations, and strategically deploy them in a targeted social media campaign to effectively engage the audience and drive desired outcomes	5 / CO3

Teaching and Learning Approach

Interactive lectures, flipped classroom, Lecture-based Learning, Project-Based Learning, Experiential Learning, Peer Teaching, Invited lecture, Group Discussions, Discussion-based Learning, Inquiry-Based Learning, Field-based collection and interactions, Online Learning, Blended Learning, and other innovative learning approaches.

Mode of Assessment

Assessment Type	Mode	Examples
A. Continuous Comprehensive Assessment (CCA)	Formative Assessment	Quiz, Oral Presentation, Self and Peer assessments, Written test, Open book test, Problem-based assignment, Field study report, Group discussion
Practicum	Experiential Learning	Presentations, Observation of practical skills, Field Visits, Surveys, Interviews, Case study, Focus groups, Qualitative techniques
B. End Semester Examination (ESE)	Summative Assessment	Written test, Standardized Test (MCQ), Open book, Problem-based assignments, Individual or Team project report, Case Study

References

1. Digital Marketing All-in-One For Dummies" by Alexander Hiam
2. The Art of SEO: Mastering Search Engine Optimization" by Eric Enge, Stephan Spencer, and Jessie Stricchiola
3. Inbound Marketing: Attract, Engage, and Delight Your Customers Online" by Briadin Halligan and Dharmesh Shah
4. Marketing Automation for Dummies" by John Hayes
5. Hug Your Haters: How to Turn Haters into Fans and Friends" by Jay Baer.

DSE 03: CONSUMER BEHAVIOUR

Discipline/Programme	Management Studies
Semester	6
Type of Course	DSE 3
Course Code	24UBBADSE304
Course Title	Consumer Behaviour
Course Level	3
Lecture/Tutorial/Practical Hours	25/20/15
Credits	Total: 4Theory: 4Practical: 0

Course Summary

This course will provide students with a comprehensive understanding of consumer behaviour and consumer purchase behaviour by equipping them with in-depth knowledge on various consumer models and internal and external factors that influence a consumer's behaviour. With a major focus on providing opportunities for practical experiences, the course, taught using different teaching methods and assessment tools, focuses on preparing graduates for a successful career in marketing.

Course Outcomes (CO)

CO No.	Expected Course Outcome	Learning Domain	PO No
1	Define, differentiate, and assess key consumer behaviour concepts	K, U	PO2
2	Analyse the role of internal influences like motivation, perception in shaping a consumer's behaviour and its effect on the decision-making process	An	PO2
3	Explain the impact of external influences like culture, reference groups and other factors on consumer behaviour	U, E	PO4
4	Evaluate and apply consumer behaviour models and frameworks to predict the consumer decision-making process	U, E, I	PO5

5	Critically evaluate the changing landscape of consumer behaviour and understand current trends	U, E	PO1, PO7
6	Apply consumer behaviour theories to create and implement marketing strategies	A, C, S	PO8

Course Content

Module	Units	Description	Hours	Cos
Module 1	1.1	Consumer, Consumer vs Customer, consumer behaviour	2	CO1
	1.2	Consumer learning	3	CO1
	1.3	Understanding Customer value, satisfaction and retention	2	CO1
Module 2	2.1	Motivation, Personality, and Perception	5	CO2
	2.2	Learning and Attitudes	5	CO2
	2.3	Consumer Decision Making Process	5	CO2
Module 3	3.1	Culture and Subculture	4	CO3
	3.2	Social Class, Family, and Reference Groups	4	CO3
	3.3	Personal Influence and Opinion Leadership	4	CO3
Module 4	4.1	Consumer Decision Making Process	4	CO4, CO6
	4.2	Traditional & Contemporary Consumer Behaviour Models	5	CO4, CO6
	4.3	Introduction to Consumer Purchase Behaviour	2	CO4, CO6
Module 5	5.1	Changing Indian Consumer Behaviour: Drivers of Change, Changing Consumer Trends	2	CO5
	5.2	Rural Consumer Behaviour	2	CO5
	5.3	New Consumption Patterns	2	CO5
	5.4	Organizational Buying Behaviour	2	CO5

Teaching and Learning Approach

- Interactive lectures, flipped classroom
- Lecture-based Learning, Project-Based Learning

- Experiential Learning, Peer Teaching, Invited Lectures
- Group Discussions, Inquiry-Based Learning
- Field-based collection and interactions, Online and Blended Learning

Mode of Assessment

Assessment Type	Mode	Examples
A. Continuous Comprehensive Assessment (CCA)	Formative Assessment	Quiz, Oral Presentation, Self and Peer assessments, Written test, Open book test, Problem-based assignment, Field study report, Group discussion
Practicum	Experiential Learning	Presentations, Observation of practical skills, Field Visits, Surveys, Interviews, Case study, Focus groups, Qualitative techniques
B. End Semester Examination (ESE)	Summative Assessment	Written test, Standardized Test (MCQ), Open book, Problem-based assignments, Individual or Team project report, Case Study

References

1. Schiffman, L. G., Wisenblit, J., & Kumar, S. R. (2011). Consumer Behavior, Pearson Education India.

2. Solomon, M., Russell-Bennett, R., & Previte, J. (2012). Consumer Behaviour, Pearson Higher Education AU.

3. East, R., Singh, J., Wright, M., & Vanhuele, M. (2021). Consumer Behaviour: Applications in Marketing, Sage.

DSE O4: INDUSTRIAL RELATION

Discipline/Programme	Management Studies
Semester	6
Type of Course	DSE 4
Course Code	24UBBADSE305
Course Title	INDUSTRIAL RELATION
Course Level	3
Credit	4
Hours	60

Course Summary: The collaborative academic field that analyses the employment relationship between employers and employees, labour and trade unions, employers' organization and the state.

Course Outcomes (CO)

CO No.	Expected Course Outcome	Learning Domains * PO No
1	Understand the historical shifts and changing paradigms in industrial relations.	Understand PO4
2	Comprehend the importance of fostering harmonious relations in industries.	Understand PO5
3	Evaluate the changing dynamics of labour relations.	Apply PO4
4	Analyse the essence of collective bargaining.	Analyse PO6, PO7

Course Content

Module	Units	Description	Hours Cos
Module 1	1.1	The changing concepts of Industrial relations.	3 CO1
Module 2	2.1	Harmonious relations in industry - importance and means	4 CO2
Module 3	3.1	Changing concept of management labour relations.	2 CO1, CO2
Module 4	4.1	Collective Bargaining: Meaning- Scope- Subject matter and parties	4 CO4

Mode of Assessment

Assessment Type	Mode	Examples
A. Continuous	Formative Assessment	Quiz, Oral Presentation, Self

Comprehensive Assessment (CCA)		and Peer assessments, Written test, Open book test, Problem-based assignment, Field study report, Group discussion
Practicum	Experiential Learning	Presentations, Observation of practical skills, Field Visits, Surveys, Interviews, Case study, Focus groups, Qualitative techniques
B. End Semester Examination (ESE)	Summative Assessment	Written test, Standardized Test (MCQ), Open book, Problem-based assignments, Individual or Team project report, Case Study

References

Industrial Relations - Richard Hall, Sage Publications Ltd
Industrial Relations, Trade Unions and Labour Legislation 3rd Edition, Kindle Edition
Industrial Relation & Labour Laws, Sultan Chand & Sons
Industrial Relations, Richard Hall- Sage Academic Books

DSE 05: Media Management

Discipline/Programme	Management Studies
Semester	7
Course Type	DSE 5
Course Code	24UBBADSE401
Course Title	Media Management
Course Level	4
Credit	4

Course Summary

This course provides a comprehensive overview of Media Management, spanning key concepts and perspectives. Covering the fundamentals of management and organizational structures in print, broadcast, film, and new media, it explores media convergence and various ownership models. The economic aspects of print and electronic media, along with insights into government-supported electronic media, are discussed.

Course Outcomes (CO)

CO No.	Expected Course Outcome	Learning Domain	PO No
1	Identify and utilize various digital marketing channels and techniques.	Understand	PO1
2	Develop a social media strategy	Create	PO2

	aligned with business goals and target audience.		
3	Create and manage effective online advertising campaigns.	Create	PO2,4,5,6
4	Analyse and measure the effectiveness of digital marketing efforts.	Analyse	PO2,3

Course Content

Module	Topics Covered	Hours
Module 1	Introduction to Media Management and Organizational Structures	15
Module 2	Media Economics and Commercial Strategies	13
Module 3	Economic and Administrative Concerns of Government-Supported Electronic Media	15
Module 4	Issues & Challenges in Media Industry	11
Module 5	Navigating Cultural and Technological Shifts in Media Management	15

Teaching and Learning Approach

Interactive lectures, flipped classroom, Project-Based Learning, Experiential Learning, Peer Teaching, Invited Lectures, Group Discussions, Inquiry-Based Learning, Field-based interactions, Online and Blended Learning.

Mode of Assessment

Assessment Type	Mode	Examples
A. Continuous Comprehensive Assessment (CCA)	Formative Assessment	Quiz, Oral Presentation, Self and Peer assessments, Written test, Open book test, Problem-based assignment, Field study report, Group

		discussion
Practicum	Experiential Learning	Presentations, Observation of practical skills, Field Visits, Surveys, Interviews, Case study, Focus groups, Qualitative techniques
B. End Semester Examination (ESE)	Summative Assessment	Written test, Standardized Test (MCQ), Open book, Problem-based assignments, Individual or Team project report, Case Study

References

- Vinita Kohli Khandeka (2017), Indian Media Business, Sage.
- Pradip Ninan Thomas (2010), Political Economy of Communications in India, Sage.
- Lucy Kung (2008), Strategic Management in Media, Sage.
- Dennis F. Herrick (2012), Media Management in the Age of Giants, Surjeet Publication.
- Jennifer Holt and Alisa Perren (Editors).

DSE 06: BRAND MANAGEMENT

Discipline/Programme	Management Studies
Semester	7
Type of Course	DSE 6
Course Code	24UDSERBBA402
Course Title	Brand Management
Course Level	4
Lecture/Tutorial/Practical Hours	4/0/0
Credit	4

Course Summary

This course will provide students with a comprehensive understanding of branding concepts such as brand equity, brand identity and developing and implementing brand strategies. With a major focus on providing opportunities for practical experiences, the course is taught using different teaching methods and assessment tools, focusing on preparing graduates for a successful career in brand management and marketing.

Course Outcomes (CO)

CO No.	Expected Course	Learning Domains	PO No

	Outcome		
CO1	Define and explain key branding terms and concepts.	K, U	PO3
CO2	Develop a strong understanding of the branding process.	E	PO5
CO3	Evaluate the effectiveness of existing branding campaigns.	A	PO7
CO4	Create and implement a branding strategy for a new product.	C	PO4
CO5	Understand the latest branding trends and best practices.	U	PO5

COURSE CONTENT

Content for Classroom transaction (Units)

Module	Units	Description	Hours	Cos
Module 1: Introduction to brands and brand management	**1.1**	Concept of Brand, Benefits of Branding	2	Co1
	1.2	Concept of brand management	3	Co2
	1.3	Brand & the product	3	Co2
Module 2: Brand strategy	**2.1**	Brand Positioning, Brand Name	4	Co4
	2.2	Brand sponsorship (manufacturer's brand, private brand, licensing, co- branding	4	Co4
	2.3	Brand development (line extensions, brand extensions, multiband, new brands)	4	Co4

Module 3: Brand equity	**3.1**	Concept of Brand Equity, Definition of Brand equity	4	Co1
	3.2	Customer based brand equity - Brand awareness, Brand Image, Attribute associations, Benefit association,	4	Co1
	3.3	Brand assets & Liabilities - Brand Loyalty, Brand Awareness, Perceived Quality, Brand Associations	6	Co1
Module 4: Brand Identity	**4.1**	Concept of brand Identity	4	Co4
	4.2	Brand identity perspectives	6	Co4
	4,3	Brand Identity Elements	8	Co4
Module 5: Branding in the Digital Era	**5.1**	Concept of digital branding	3	Co5
	5.2	The integration of digital marketing and branding	5	Co5

Teaching and Learning Approach	Classroom Procedure (Mode of transaction) Interactive lectures, flipped classroom, Lecture-based Learning, Project-Based Learning, Experiential Learning, Peer Teaching, invited lecture, group discussions, Discussion-based Learning, Inquiry-Based Learning, Field based collection and interactions, Online Learning, Blended Learning, and other innovative learning approaches.
Assessment Types	MODE OF ASSESSMENT A. Continuous Comprehensive Assessment (CCA) Theory:
	Quiz, Oral Presentation, Self and Peer assessments, Written test, Open book test, Problem based assignment, Field study report/Group discussion. *Any other method as may be required for specific course by the course faculty*. Practicum: Experiential learning, Presentations, Observation of practical skills, Field Visits, Surveys, Interviews, Case study, Focus group, Qualitative techniques, *Any other method as may be required for specific course by the course faculty*.

References: -

Books

Pearson, S. (2016). Building brands directly: creating business value from customer relationships. Springer.

Elliott, R. H., Rosenbaum-Elliott, R., Percy, L., & Pervan, S. (2015). Strategic brand management. Oxford University Press, USA.

DSE 07: Channel Dynamics in Sales and Distribution

Field	Details
Discipline/Programme	Management Studies
Semester	8

Type of Course	DSE7
Course Code	24UBBADSE404
Course Title	Channel Dynamics in Sales and Distribution
Course Level	4
Lecture/Tutorial/Practical Hours	3/0/2
Credits	Total: 4 | Theory: 4 | Practical: 0
Pre-requisite, if any	None

Course Summary

Distribution channel is an important aspect of marketing. The student who will be able to distinguish between different types of channels and their operations. The students will be able to understand different types of distribution channels, will be equipped to manage a distribution, and it will enable them to be a distributor, an entrepreneur, or a sales manager.

Course Outcomes (CO)

CO No.	Expected Course Outcome	Learning Domains	PO No
1	The students will be able to distinguish between different models of distribution	U	PO1
2	The students will learn how to evaluate a potential distributor and make them on board	E	PO4
3	The students will learn how to monitor the channel performance	E	PO2
4	Will be able to create entrepreneurship through distribution or franchise	C	PO5

Course Content

Sales and Distribution Management - Course Plan

Module	Units	Description	Hours	COs
Module 1: Sales and distribution – An overview	1.1	Sales management -The concepts	3	CO1

Module 1: Sales and distribution – An overview	1.2	KPI of a sales manager-	3	CO1
Module 1: Sales and distribution – An overview	1.3	Distribution Channels – Different types of Channels	3	CO2
Module 1: Sales and distribution – An overview	1.4	Technology integration in sales and distribution management-	3	CO2
Module 1: Sales and distribution – An overview	1.5	Ethics - career in Sales and distribution management	3	CO2
Module 2: Channel Onboarding	2.1	Distribution strategy	3	CO2
Module 2: Channel Onboarding	2.2	Market analysis	3	CO3
Module 2: Channel Onboarding	2.3	Pre requisites of a channel -Essentials of a distribution	3	CO3
Module 2: Channel Onboarding	2.4	On-boarding process	3	CO3
Module 2: Channel Onboarding	2.5	Training and Motivation	3	CO3
Module 3: Retail Pricing and Promotion	3.1	Infrastructure & Compliance	3	CO3
Module 3: Retail Pricing and Promotion	3.2	Sales forecasting & Budgeting	3	CO3
Module 3	3.3	Selling process & Sales force	3	CO2,3
Module 3	3.4	Promotions	3	CO2,3
Module 3	3.5	Target Vs Achievement	3	CO2
Module 3	3.6	Inventory Management	3	CO2,3
Module 3	3.7	Market intelligence	3	CO4
Module 4: Channel Performance Evaluation	4.1	Sales / Revenue Target achievement	3	CO2,3
Module 4: Channel Performance Evaluation	4.2	Channel Profitability	4	CO3
Module 4: Channel Performance Evaluation	4.3	Rewards and Incentives	3	CO3
Module 4: Channel Performance Evaluation	4.4	Market share	2	CO2,3
Module 5	5.1	Practicum- Field study and Project report on distribution strategy of a given company	15	CO4

Teaching and Learning Approach

Interactive lectures, flipped classroom, Lecture-based Learning, Project-Based Learning, Experiential Learning, Peer Teaching, invited lecture, group discussions, Discussion-based Learning, Inquiry-Based Learning, Field based collection and interactions, Online Learning, Blended Learning, and other innovative learning approaches.

Mode of Assessment

Assessment Type	Mode	Examples
A. Continuous Comprehensive Assessment (CCA)	Formative Assessment	Quiz, Oral Presentation, Self and Peer assessments, Written test, Open book test, Problem-based assignment, Field study report, Group discussion
Practicum	Experiential Learning	Presentations, Observation of practical skills, Field Visits, Surveys, Interviews, Case study, Focus groups, Qualitative techniques
B. End Semester Examination (ESE)	Summative Assessment	Written test, Standardized Test (MCQ), Open book, Problem-based assignments, Individual or Team project report, Case Study

References

1. Sales and Distribution Management - Krishna Havaldar and Vanth M Cavale, 3rd Edition – Mc Graw Hill

2. Sales and Distribution Management – A Practice-Based Approach – Vikas Publications – Ramendra Singh

DSE08: RURAL MARKETING

Discipline/Programme	Management Studies
Semester	8
Course Type	DSE 8
Course Code	24UBBADSE405
Course Title	Rural Marketing
Course Level	4
Lecture/Tutorial/Practical Hours	4/0/0
Credits	Total: 4 | Theory: 4 | Practical:

Course Summary

Rural Marketing facilitates the students to understand the importance of Rural Markets, sensitize them to the needs and behavior of consumers and channels, and utilize the understanding of peculiarities of rural markets, channels, and competition in decision-making.

Course Outcomes (CO)

CO No.	Expected Course Outcome	Learning Domains
CO1	Recognizing the rural market size, structure, and potentials.	Understand
CO2	Demonstrate effectual strategies for rural marketing.	Understand
CO3	Relating knowledge of marketing mix and brand building decisions.	Apply
CO4	Evaluating the requirement of distribution network.	Evaluate
CO5	Investigating the need for financial services in rural marketing.	Analyse

Course Content

Module	Topic	Details
Module 1	Introduction to Rural Markets	Definition, scope, and evolution of rural marketing Demographic pattern and structure of rural markets Types of rural customers and literacy levels
Module 2	Rural Markets and STP	Segmentation, Targeting, and Positioning (STP) Rural consumer behavior, buyer characteristics, brand loyalty
Module 3	Marketing Mix and New Product Development	Product strategy, new product development, consumer adoption Branding in Rural India
Module 4	Pricing and Distribution Strategy	Pricing objectives, policies, and methods Retail channels, logistics, and supply chain management
Module 5	Rural Communication	Communication process and media innovation Challenges in rural advertising and media strategies

Mode of Assessment

Assessment Type	Mode	Examples
A. Continuous Comprehensive Assessment	Formative Assessment	Quiz, Oral Presentation, Self and Peer assessments, Written test, Open book

(CCA)		test, Problem-based assignment, Field study report, Group discussion
Practicum	Experiential Learning	Presentations, Observation of practical skills, Field Visits, Surveys, Interviews, Case study, Focus groups, Qualitative techniques
B. End Semester Examination (ESE)	Summative Assessment	Written test, Standardized Test (MCQ), Open book, Problem-based assignments, Individual or Team project report, Case Study

References

- Kashyap, P. (2012). Rural Marketing (2nd ed.), Pearson Education

- Krishnamoorthy, R. (2011). Rural Marketing (3rd ed.), Himalaya Publishing House

- Gopalswamy, T.P. (2009). Rural Marketing (3rd ed.), Vikas Publishing House

- Dogra (2007). Rural Marketing (7th ed.), Tata McGraw-Hill Education

- Krishnamacharyulu, C.G. (2011). Cases in Rural Marketing (2nd ed.), Pearson Education

- Mathur, U.C. (2008). Rural Marketing (1st ed.), Excel Books

- Prahlad, C.K. (2005). Fortune at the Bottom of the Pyramid, Wharton School Publishing

- Acharya, S.S., & Agarwal, N.L. Agriculture Marketing in India, Oxford & IBH Publishing

DSE09: Retail Marketing

Discipline/Programme	Management Studies
Semester	8
Type of Course	DSE 9
Course Code	24UBBADSE406
Course Title	Retail Marketing
Course Level	4
Credits	Total: 4

Course Summary

This course intends to provide the students with an overview of the retail industry, concepts, and process. It is an opportunity for students to understand the areas of accountability for retail managers. This course will emphasize various elements that comprise the retail mix, including types of retailers, consumer buying behavior, retail marketing strategies, selecting retail site locations, supply chain management, merchandising, pricing, store management, and customer service.

Course Outcomes (CO)

CO No.	Expected Course Outcome	Learning Domains * PO No
1	Demonstrate an understanding of the concepts and practices in the Retail Industry	Understand PO1
2	To evaluate the retail consumer behaviour	Evaluate PO1, PO2

3	To analyse the various pricing and promotional strategies in the retail industry	Analyse PO2
4	To evaluate the retail store operations	Evaluate PO2
5	To analyse the influence of technology in retailing	Analyse PO2, PO5, PO6

Retail Management - Course Content

Module	Units	Description	Hours	COs
Module 1	1	Introduction to Retailing, Role of Retailing, Organized vs Unorganized Retailing, Classification of Retail Stores, Growth of Retail Formats, Observation Study on Mall Management (Mall Visit Required), Retail Life Cycle.	3	CO1
Module 1	2	An Overview of Retail Industry in India – Problems & Prospects of Retailing in India.	2	CO1
Module 2	1	Factors Influencing Retail Shopper, Types of Retail Stores, Factors affecting Retail Location, Location Analysis, Store Positioning, Store Design & Visual Merchandising.	3	CO2
Module 2	2	Retail Image Mix, Retail Space Mix, Floor Space Management, Store Layout, Display.	3	CO2
Module 3	1	Retail Pricing, Pricing Policies, Factors Influencing Pricing, Elements of Retail Price, Price Sensitivity and Mark Down Policy.	3	CO3
Module 3	2	Retail Pricing Strategies – Every Day Low Pricing (EDLP), Discussion on Retail Pricing Strategies of Major Retail Groups in India – Case Studies, Retail Sales Promotion Strategies.	3	CO3
Module 4	1	SCM, Supplier Relations, Merchandise Buying & Management, Logistics in Retailing, Warehousing, Inventory Control.	4	CO4
Module 4	2	Franchisee Operations, International Retailing, Vendor Relations, Strategic Retail Planning Process.	3	CO4
Module 5	1	Integrated Systems & Networking, EDI, Bar Coding, RFID, Its Applications in Retailing, Electronic Retailing.	4	CO5
Module 5	2	Role of Online Retailing, Retail Finance – Retail Statutory Obligations, Consumerism & Ethics in Retailing.	3	CO5

Teaching and Learning Approach
Interactive lectures, flipped classroom, Lecture-based Learning, Project-Based Learning, Experiential Learning, Peer Teaching, invited lecture, group discussions, Discussion-based Learning, Inquiry-Based Learning, Field-based collection and interactions, Online Learning, Blended Learning, and other innovative learning approaches.

Mode of Assessment

Assessment Type	Mode	Examples
A. Continuous Comprehensive Assessment (CCA)	Formative Assessment	Quiz, Oral Presentation, Self and Peer assessments, Written test, Open book test, Problem-based assignment, Field study report, Group discussion
Practicum	Experiential Learning	Presentations, Observation of practical skills, Field Visits, Surveys, Interviews, Case study, Focus groups, Qualitative techniques
B. End Semester Examination (ESE)	Summative Assessment	Written test, Standardized Test (MCQ), Open book, Problem-based assignments, Individual or Team project report, Case Study

References

• Chetan Bajaj, Rajnish Thuli, Nidhi Varma Srivastava – Retail Management – Oxford Publishing, India.

• Michael Levy, Barton Weitz, Retail Management, McGraw Hill.

• Barman, Evans & Mathur – Retail Management- A Strategic Approach, Pearson Publications.

• David Gilbert – Retailing Management – Pearson Education.

• K.V.S. Madaan – Fundamentals of Retailing – Tata McGraw Hill.

• Berman B., Evans J.R. – Retail Management – Pearson Education.

• Newman A.J. & Kullen P. – Retailing: Environment & Operations – Vikas Publishing.

DSE10: International Marketing & Marketing Research

Discipline/Programme	Semester	Type of Course	Course Code
Management Studies	7 {Honours with Research}	DSE 10	24UBBADSE407
Course Title	International Marketing	Course Level	4
Lecture/Tutorial/Practical Hours	4/0/0	Credits	Total: 4
Pre-requisite	None		

Course Summary

The course will help familiarize participants with the basic concepts of International Marketing. It will introduce factors influencing international product strategies and pricing, as well as various international promotional strategies.

Course Outcomes (CO)

CO No.	Expected Course Outcome	Learning Domain	PO No
1	To understand the nature, importance, and scope of international marketing.	Understand	PO1
2	To evaluate the international marketing segmentation process.	Evaluate	PO2
3	To analyse various pricing strategies for the international market.	Analyse	PO1, PO2
4	To analyse various promotional strategies for the international market.	Analyse	PO1, PO2
5	Impart key insights into various trends in international marketing.	Apply	PO4, PO5, PO6

Course Content

Module	Description	Hours
Module 1: Introduction to International Marketing	Nature, importance, and scope of international marketing. International market orientation and involvement. International marketing management process – an overview. Influence of economic, cultural, political, and legal factors on marketing operations. International marketing information system.	11
Module 2: International Market Segmentation	Screening and selection of markets. International market entry strategies. Product standardization vs. adaptation. Managing product line and International Product Life Cycle (IPLC).	13
Module 3: Pricing for International Markets	Factors affecting international price determination. International pricing process and policies. Delivery terms and currency for export price quotations. Transfer pricing. International Distribution Decisions and logistics management.	14
Module 4: International Promotion Strategies	Communication challenges in international markets. Advertising, personal selling, publicity, and sales promotion. Planning international promotion campaigns. Utilizing trade fairs and exhibitions for marketing.	11
Module 5: International Marketing Planning	International marketing planning, organizing, and control. Emerging trends in international marketing. International marketing through the Internet. Ecological concerns and marketing ethics.	11

Teaching and Learning Approach
The course will be conducted through interactive lectures, flipped classrooms, project-based learning, experiential learning, peer teaching, guest lectures, group discussions, inquiry-based learning, and blended learning approaches.

Assessment Methods

Assessment Type	Description
Continuous Comprehensive Assessment (CCA)	Quizzes, oral presentations, self and peer assessments, written tests, open book tests. Problem-based assignments, field study reports, group discussions.
Practicum	Experiential learning, presentations, observation of practical skills. Field visits, surveys, interviews, case studies, focus groups, qualitative techniques.
End Semester Examination (ESE)	Written test, standardized test (MCQs), open book assessments. Problem-based assignments, individual and team project reports, case studies.

References

- Francis Cherunilam, International Marketing, Himalaya Publishing House.

- Jain, Subash C., International Marketing, South-Western.

- Rajagopal, International Marketing, Vikas Publishing House.

- Kumar, V., International Marketing Research, PHI Learning.

- Rakesh Mohan Joshi, International Marketing, Oxford University Press.

- J. S. Rathor & B. S. Rathor, Export Marketing, Himalaya Publishing House.

- Craig, C.S., and Douglas, S.P., International Marketing Research, John Wiley.

- Malhotra, N. K., International Marketing Research - An Applied Orientation, Pearson Education.

DSE11: MARKETING RESEARCH

Discipline/Programme	Management Studies
Semester	7 {HONOURS WITH RESEARCH}
Type of Course	DSE 11
Course Code	24UBBADSE408
Course Title	Marketing Research
Course Level	4
Lecture/Tutorial/Practical Hours	4/0/0
Credits	4
Theory/Practical	

Course Summary

The course will provide the participants with basic insights into the research process in marketing. It will enable them to learn the basic skills to conduct marketing research. Also, it will help them understand the importance of marketing research.

Credits

Course Outcomes (CO)

CO No.	Expected Course Outcome	Learning Domains * PO No
1	To understand the scope and importance of marketing research	Understand PO5
2	To analyse the various marketing research process and research designs	Analyse PO1
3	To understand the various marketing research tools	Analyse PO3
4	To analyse the data analysis and its applications	Analyse PO5
5	Application of marketing research in various domains	Apply PO7, PO8

Course Content

Module	Description	Hours	CO
Module 1	Marketing Research – Scope, Role of Research in Marketing, Industrial Vs Consumer Marketing Research	6	CO1
	Problem Formulation, Translating Discussion Problem into Research Problem, Marketing Research Proposal	5	CO2
Module 2	Marketing Research Process and Research Designs, Exploratory, Descriptive and Causal Research	7	CO1
	Qualitative Research – Depth Interviews, Focus Groups in Marketing	6	CO2
Module 3	Longitudinal Studies, Consumer Panels, Questionnaires, Observation Forms	8	CO3
	Scale Construction & Scale Purification Process	6	CO4
Module 4	Conjoint Analysis, Factor Analysis, Cluster Analysis, Multi-Dimensional Data Analysis	8	CO4
Module 5	Market Potential Studies, Segmentation, New Product Research, Brand Positioning	7	CO5
	Advertising Research, Pricing Research, Distribution Effectiveness Studies	7	CO5

Teaching and Learning Approach

Interactive lectures, flipped classroom, project-based learning, experiential learning, peer teaching, invited lectures, group discussions, inquiry-based learning, field-based collection, online learning, blended learning, and other innovative learning approaches.

Mode of Assessment

Assessment Type	Mode	Examples

A. Continuous Comprehensive Assessment (CCA)	Formative Assessment	Quiz, Oral Presentation, Self and Peer assessments, Written test, Open book test, Problem-based assignment, Field study report, Group discussion
Practicum	Experiential Learning	Presentations, Observation of practical skills, Field Visits, Surveys, Interviews, Case study, Focus groups, Qualitative techniques
B. End Semester Examination (ESE)	Summative Assessment	Written test, Standardized Test (MCQ), Open book, Problem-based assignments, Individual or Team project report, Case Study

References

- Naresh K. Malhotra, Marketing Research: An Applied Orientation, TMH, New Delhi.

- Cooper & Schindler, Marketing Research, Concept & Cases, Tata McGraw Hill, India.

- G.C.Beri, Market Research, Pearson Education, New Delhi.

- Zikmund, Babin – Marketing Research – Cengage Learning.

- D.S. Tull & D.I Hawkins – Marketing Research – Prentice Hall of India.

- D.J. Luck & R.S. Rubin – Marketing Research - Prentice Hall of India.

7. DSE COURSES FOR BBA Business Analytics

DSE 01: WORKING WITH EXCEL

Course Information	Details
Discipline/Programme	Management Studies
Semester	5
Type of Course	DSE 1
Course Code	24UBBADSE306
Course Title	Working with Excel
Course Level	3
Course Summary	This course introduces MS Excel for data analysis and decision-making, covering formulas, data visualization, pivot tables, and real-world applications.
Lecture/Tutorial/Practical Hours	45//30
Credits	Total: 4 | Theory: 4 | Practical: 0
Pre-requisite, if any	None

Course Outcomes (CO)

CO No.	Expected Course Outcome	Learning Domains	PO No
1	Explain the concept of data-driven decision-making	Understand	PO2
2	Identify roles and responsibilities of a Business Analyst	Understand	PO1
3	Apply Excel formulas in analysis and decision-making	Apply	PO1
4	Analyze and visualize data using Excel tools	Analyze	PO2
5	Develop proficiency in Excel functionalities	Create	PO1, PO3, PO8

Course Content

Module	Units	Description	Hours
Module 1	1.1	Data-driven decision making, Analytical cycle, Hierarchy of Information	3
	1.2	Business Analyst roles, Responsibilities, Popular BA Tools	3
	1.3	Formatting cells, numbers, input data, formulas, freeze title, move/copy worksheet	2
Module 2	2.1	Getting started with Power Query, Environment tabs and toolbars	2
	2.2	Importing and combining data from databases, web, files, Splitting/Aggregating data	2
	2.3	Query data from SQL, Managing SQL commands and tables	2
	2.4	Practical - Power Query import/export, SQL management	6
Module 3	3.1	Understanding formulae, calculations with	4

		Operators, SUM, AVG, MIN, MAX	
	3.2	Managing formulas, Editing, Checking formulas	4
	3.3	Conditional formulas, VLOOKUP	4
	3.4	INDEX, Date & Time calculations, Statistical functions, Loan payments, IRR	6
Module 4	4.1	Pivot Tables, Power Pivot, Power Query, Power Map, Filtering data	6
	4.2	Custom functions, Formatting Pivot Tables, Managing Data sources	5
Module 5	5.1	Practical - Excel hands-on applications	30

Teaching and Learning Approach

Classroom Procedure (Mode of transaction):
- Interactive lectures
- Flipped classroom
- Lecture-based Learning
- Project-Based Learning
- Experiential Learning
- Peer Teaching
- Group discussions
- Online Learning & Blended Learning

Mode of Assessment

Assessment Type	Mode	Examples
A. Continuous Comprehensive Assessment (CCA)	Formative Assessment	Quiz, Oral Presentation, Self and Peer assessments, Written test, Open book test, Problem-based assignment, Field study report, Group discussion
Practicum	Experiential Learning	Presentations, Observation of practical skills, Field Visits, Surveys, Interviews, Case study, Focus groups, Qualitative techniques
B. End Semester Examination (ESE)	Summative Assessment	Written test, Standardized Test (MCQ), Open book, Problem-based assignments, Individual or Team project report, Case Study

References

1. **Excel 2016 for Dummies** - Greg Harvey
2. **Microsoft Excel Power Pivot & Power Query for Dummies** - Michael Alexander
3. **Microsoft Excel Formulas & Functions for Dummies** - Ken Bluttman
4. **Excel Data Analysis: Your Visual Blueprint** - Denise Etheridge
5. **Monetizing Your Data: A Guide to Turning Data into Profit-Driving Strategies** - Andrew Roman Wells
6. **Excel Pivot Table Champion** - Henry E.

DSE - 2 – Applications of Business Analytics Using Python

Course Information	Details

Discipline/Programme	Management Studies
Semester	5
Type of Course	DSE 2
Course Code	24UBBADSE307
Course Title	Application of Business Analytics using Python
Credits	Total: 4 | Theory: 4 | Practical:
Course Summary	Covers essential statistical concepts,n data analysis techniques, and practical applications in business analytics relevant to decision-making.
Hours Theory/Practical	2/2

Course Outcomes (CO)

CO No.	Expected Course Outcome	Learning Domain	PO No
1	Understand the basic concepts, syntax, and data structures in Python.	Understand	PO1
2	Develop Python programs to solve real-world problems using functions, loops, and libraries.	Apply	PO2
3	Analyze program requirements and implement solutions using object-oriented programming in Python.	Analyse	PO2,3
4	Create data-driven applications using Python modules for file handling, database connections, and data visualization.	Create	PO4,5

Course Content

Module	Units	Description	Hours
Module 1 Getting Started with Python	1.1	Installing Python, Basic input and output, Variables and assignments, Identifiers, Objects, Numeric types: Floating-point, Arithmetic expressions, Python expressions, Division and modulo", Unit basics, Math Unit, Representing text, String basics, List and Set basics, Common data types summary, Type conversions, Binary numbers, String formatting	3
Module 2 Working with Loops and Functions	2.1	If-else branches, Equality and relational operators, Boolean operators and expressions, identity operators, Code blocks and indentation, Conditional expressions Loops, While loops, For loops, Nested loops, Break and continue, Loop else, User-defined function basics, Returning values from functions, Reasons for defining functions, Function arguments	3
Module 3 Using Python to handle data and exploratory analytics in Python	3.1	Important packages in Python, Data handling in Python, Data cleaning and Treatment, Performing Descriptive statistics in Python, using graphs and plots in python, performing various descriptive statistics in Python-central tendency measure, graphical measures,	3

		hypothesis testing, Using graphs and plots in python	
	3.2	Regression - Regression Lines and Properties	4
Module 4 Performaing Regression in Python	4.1	Basics of linear regression, Working with simple linear regression, Multiple regression, model building, Non-linear regression, Line estimation, Application of regression and logistic regression models	4
Module 5 Solving problems using decision trees	5.1	Principles of Decision trees, Building Decision trees, Cart, C5.0 and CHAID trees, Prediction by decision trees, Applications of Decision Trees, Model selection and cross validation, Model overfitting and underfitting, Validation techniques- Holdout validations, Tenfold CV, Bootstrap Lab Practical In Python	

Teaching and Learning Approach

Classroom Procedure (Mode of transaction):
- Interactive lectures
- Flipped classroom
- Lecture-based Learning
- Project-Based Learning
- Experiential Learning
- Peer Teaching
- Group discussions
- Online Learning & Blended Learning

Mode of Assessment

Assessment Type	Mode	Examples
A. Continuous Comprehensive Assessment (CCA)	Formative Assessment	Quiz, Oral Presentation, Self and Peer assessments, Written test, Open book test, Problem-based assignment, Field study report, Group discussion
Practical	Experiential Learning	Lab Practical
B. End Semester Examination (ESE)	Summative Assessment	Written test, Standardized Test (MCQ), Open book, Problem-based assignments, Individual or Team project report, Case Study

Suggested Readings:

- Python for Data Science for Dummies; John Paul Mueller, Luca Massaron; ISBN: 9788126557394
- Core Python Programming, 2ed; Dr.R. Nageswara Rao; ISBN: 9789386052308
- Machine Learning using Python; Manaranjan Pradhan, U Dinesh Kumar; ISBN:9788126579907
- Machine Learning (in Python and R) For Dummies; John Paul Mueller, Luca Massaron;ISBN: 9788126563050

DSE - 3 DIGITAL MARKETING ANALYTICS

Course Information	Details
Discipline/Programme	Management Studies
Semester	6
Type of Course	DSE 3
Course Code	24UBBADSE308
Course Title	Digital Marketing Analytics
Course Level	3
Course Summary	This course introduces fundamental concepts and practices of digital marketing, covering social media platforms, content strategy, campaign effectiveness, and data-driven decision-making.
Lecture/Tutorial/Practical Hours	25/20/15
Credits	Total: 4 | Theory: 4 | Practical:
Pre-requisite, if any	None

Course Outcomes (CO)

CO No.	Expected Course Outcome	Learning Domains	PO No
1	Understand the role of social media in marketing	Understand	PO1
2	Apply analytics tools for social media performance tracking	Understand	PO2
3	Analyze PPC marketing components and strategies	Create	PO2, PO3, PO5, PO8

Course Content

Module	Units	Description	Hours
Module 1	1.1	Introduction to Digital Marketing - Definition, Benefits, and Challenges	3
	1.2	Understanding the Digital Customer Journey - Stages & Targeting	4
	1.3	Building a Digital Marketing Strategy - SMART Goals, KPIs, Content Strategy	3
Module 2	2.1	SEO Fundamentals - On-page & Off-page SEO,	5

		Keyword Research	
	2.2	Search Engine Marketing (SEM) - PPC, Campaign Setup, Bidding Strategies	5
	2.3	Integrating SEO and SEM - Aligning Organic & Paid Strategies	3
Module 3	3.1	Content Marketing - Blog Posts, Videos, Infographics, Best Practices	3
	3.2	Social Media Marketing - Platforms, Engagement Strategies, Scheduling	5
	3.3	Content Promotion - Organic vs Paid, Influencer Marketing	5
Module 4	4.1	Email Marketing - List Building, Campaign Automation, Optimization	4
	4.2	Mobile Marketing - App Marketing, SMS Marketing, Mobile Advertising	5
Module 5	5.1	Digital Marketing Analytics - Web, SEO, Social Media, Email Analytics	3
	5.2	Case Study - Website Traffic & Lead Boost for a Local Business	5
	5.3	Practical: Creating a WordPress Website with SEO Optimization	5
	5.4	Practical: Creating a Social Media Campaign with Multimedia Content	5

Teaching and Learning Approach

Classroom Procedure (Mode of transaction):
- Interactive lectures
- Flipped classroom
- Lecture-based Learning
- Project-Based Learning
- Experiential Learning
- Peer Teaching
- Group discussions
- Online Learning & Blended Learning

Mode of Assessment

Assessment Type	Mode	Examples
A. Continuous Comprehensive Assessment	Formative Assessment	Quiz, Oral Presentation, Self and Peer assessments, Written test, Open book test,

(CCA)		Problem-based assignment, Field study report, Group discussion
Practicum	Experiential Learning	Presentations, Observation of practical skills, Field Visits, Surveys, Interviews, Case study, Focus groups, Qualitative techniques
B. End Semester Examination (ESE)	Summative Assessment	Written test, Standardized Test (MCQ), Open book, Problem-based assignments, Individual or Team project report, Case Study

References
1. **Social Media Marketing: A Strategic Approach** - Barker, Barker, Bormann, Zahay, Roberts
2. **Web Analytics 2.0** - Avinash Kaushik
3. **Google Analytics Breakthrough** - Feras Alhlou, Shiraz Asif, Eric Fettman
4. **Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World** - Chuck Hemann, Ken Burbary
5. **Social Media Marketing (3rd Edition)** - Tuten and Solomon

DSE -4 BUSINESS INTELLIGENCE AND DATA VISUALIZATION (POWER BI)

Course Information	Details
Discipline/Programme	Management Studies
Semester	6
Type of Course	DSE 4
Course Code	24UBBADSE309
Course Title	Business Intelligence and Data Visualization(Power BI)
Course Level	3
Course Summary	This course offers a comprehensive introduction to Business Intelligence (BI) and data visualization. Students will explore BI concepts, the role of data visualization, and gain hands-on experience using Power BI.
Lecture/Tutorial/Practical Hours	3/0/2
Credits	Total: 4 | Theory: 4 | Practical: 0
Pre-requisite, if any	None

Course Outcomes (CO)

CO No.	Expected Course Outcome	Learning Domains	PO No
1	Explain the concept of data visualization	Understand	PO1, PO3
2	Create interest in the latest trends in data	Interest	PO3

	visualization		
3	Identify different types of data used in analytics	Understand	PO1
4	Apply storytelling techniques in data visualization	Apply	PO2, PO3
5	Develop data visualization using Power BI	Create	PO3, PO8

Course Content

Module	Units	Description	Hours
Module 1	1.1	Introduction to data visualization process	3
	1.2	Importance of visualization in reports and statements	3
Module 2	2.1	Trends in Data Visualization - Storytelling	3
	2.2	Trends in Interactive Graphics	3
	2.3	Visualization Designers and Uses	3
	2.4	Incorporating Visualization Process into Practice	3
Module 3	3.1	Different types of data (Quantitative, Qualitative)	3
	3.2	Data relationships - Ranking, Deviation, Correlation	4
Module 4	4.1	Storytelling for communication and engagement	3
	4.2	Three key elements - Data, Narrative, Visualization	3
	4.3	Using data to create influence and impact	4
	4.4	Developing a structured storytelling approach	4
	4.5	Design principles and effective presentations	3
Module 5	5.1	Practical Power BI	30

Teaching and Learning Approach

Classroom Procedure (Mode of transaction):
- Interactive lectures
- Flipped classroom
- Lecture-based Learning
- Project-Based Learning
- Experiential Learning
- Peer Teaching
- Group discussions
- Online Learning & Blended Learning

Mode of Assessment

Assessment Type	Mode	Examples
A. Continuous Comprehensive Assessment (CCA)	Formative Assessment	Quiz, Oral Presentation, Self and Peer assessments, Written test, Open book test, Problem-based assignment, Field study report, Group discussion
Practicum	Experiential Learning	Presentations, Observation of practical skills, Field Visits, Surveys, Interviews, Case study, Focus groups, Qualitative techniques
B. End Semester Examination (ESE)	Summative Assessment	Written test, Standardized Test (MCQ), Open book, Problem-based assignments, Individual or Team project report, Case Study

References

1. **Excel Dashboards & Reports for Dummies, 2nd Edition** - Michael Alexander
2. **Microsoft Data Analytics for Dummies** - Jared Decker, Brian Henry, Rob Sickorez
3. **Tableau for Dummies** - Molly Monsey, Paul Sochan
4. **Data Visualization For Dummies** - Mico Yuk, Stephanie Diamond
5. **Excel Data Analysis: Your visual blueprint for creating and analyzing data** - Denise Etheridge
6. **Storytelling with Data: A Data Visualization Guide for Business Professionals** - Cole Nussbaumer
7. **High Impact Data Visualization in Excel with Power View, 3D Maps, Get & Transform, and Power BI** - Adam

DSE -5 WORKING WITH DASHBOARDS – TABLEAU AND KNIME

- Course Details

Course Information	Details
Discipline/Programme	Management Studies
Semester	7
Type of Course	DSE 5
Course Code	24UBBADSE410
Course Title	Working with Dashboards – Tableau and KNIME
Course Level	4
Course Summary	This course is designed to provide participants with a comprehensive understanding of Tableau. Students will learn how to create interactive dashboards and reports from various data sources, integrating data manipulation and visualization using KNIME.
Lecture/Tutorial/Practical Hours	3/0/2
Credits	Total: 4 | Theory: 4 | Practical: 0
Pre-requisite, if any	None

Course Outcomes (CO)

CO No.	Expected Course Outcome	Learning Domains	PO No
1	Demonstrate Tableau techniques for data exploration	Apply	PO2
2	Create interactive dashboards in Tableau	Apply	PO2, PO3
3	Use Tableau Stories for effective communication	Create	PO2, PO7
4	Understand data workflows in KNIME	Understand	PO2, PO8
5	Implement advanced analytics in KNIME	Create	PO1

Course Content

Module	Units	Description	Hours
Module 1	1.1	Create a Dashboard in Tableau - Filters, Objects, Layout	6
	1.2	Device Preview - Formatting Dashboard Layout	5
Module 2	2.1	Forecasting, Reference Lines & Bands	6
	2.2	Trend Lines, Building Storylines	5
	2.3	Word Cloud in Tableau	5
Module 3	3.1	KNIME Overview – Data Preparation, Import & Export	5
	3.2	KNIME Workbooks, Data Exploration	5
	3.3	Modelling and Reporting in KNIME	5
	3.4	Loops and Advanced Reporting	3
Module 4	4.1	Lab Practical - Tableau	15
Module 5	5.1	Lab Practical - KNIME	15

Teaching and Learning Approach

Classroom Procedure (Mode of transaction):
- Interactive lectures
- Flipped classroom
- Lecture-based Learning
- Project-Based Learning
- Experiential Learning
- Peer Teaching
- Group discussions
- Online Learning & Blended Learning

Mode of Assessment

Assessment Type	Mode	Examples
A. Continuous Comprehensive Assessment (CCA)	Formative Assessment	Quiz, Oral Presentation, Self and Peer assessments, Written test, Open book test, Problem-based assignment, Field study report, Group discussion
Practicum	Experiential Learning	Presentations, Observation of practical skills, Field Visits, Surveys, Interviews, Case study, Focus groups, Qualitative techniques
B. End Semester Examination (ESE)	Summative Assessment	Written test, Standardized Test (MCQ), Open book, Problem-based assignments, Individual or Team project report, Case Study

References

1. **Christopher B. Balme** - The Cambridge Introduction to Theatre Studies
2. **Declan Donnellan** - The Actor and the Target
3. **Lajos Egri** - The Art of Dramatic Writing
4. **Konstantin Stanislavski** - An Actor Prepares
5. **Peter Brook** - The Empty Space

DSE – 6 BUSINESS ANALYTICS FOR DECISION MAKING

Course Information	Details
Discipline/Programme	Management Studies
Semester	7
Type of Course	DSE 6
Course Code	24UBBADSE411
Course Title	Business Analytics for Decision Making
Credits	Total: 4 | Theory: 4| Practical: 0
Course Summary	This course provides a comprehensive overview of business analytics techniques, tools, and methodologies, focusing on their application in solving real-world business problems and driving strategic decision-making processes.

Course Outcomes (CO)

CO No.	Expected Course Outcome	Learning Domains	PO No
1	Explain the basic concepts of data analysis	Understand	PO1
2	Identify different types of data analysis	Understand	PO2
3	Apply the appropriate analysis methods to interpret data	Apply	PO2
4	Explain the concept of sampling and different types of sampling	Understand	PO1

5	Evaluate data using interpretation techniques for charts and diagrams	Evaluate	PO2, PO1

Course Content

Module	Units	Description	Hours
Module 1	1.1	Introduction to Business Analytics - Role in decision making	6
	1.2	Types of analytics: Descriptive, Predictive, Diagnostic, and Prescriptive	6
Module 2	2.1	Business Data Analytics Process - Identifying Research Questions	4
	2.2	Source Data - Analyze Data - Report Results - Business Decision Making	3
Module 3	3.1	Decision Making Functions - Planning, Organizing, Leading, Controlling	3
	3.2	Types of Decisions: Programmed vs Non-Programmed	3
Module 4	4.1	Sources of Data - Internal and External	3
	4.2	Primary vs Secondary Data - Challenges in Secondary Data	3
Module 5	5.1	Population and Sampling Techniques	3
	5.2	Statistical Investigations and Surveys - Tabulation, Interpretation	6

Teaching and Learning Approach
Classroom Procedure (Mode of transaction):
- Interactive lectures
- Flipped classroom
- Lecture-based Learning
- Project-Based Learning
- Experiential Learning
- Peer Teaching
- Group discussions
- Online Learning & Blended Learning

Mode of Assessment

Assessment Type	Mode	Examples
A. Continuous Comprehensive Assessment (CCA)	Formative Assessment	Quiz, Oral Presentation, Self and Peer assessments, Written test, Open book test, Problem-based assignment, Field study report, Group discussion
Practicum	Experiential Learning	Presentations, Observation of practical skills, Field Visits, Surveys, Interviews, Case study, Focus groups, Qualitative techniques
B. End Semester Examination (ESE)	Summative Assessment	Written test, Standardized Test (MCQ), Open book, Problem-based assignments, Individual or Team project report, Case Study

References

DSE - 7 DATABASE MANAGEMENT SYSTEM (DBMS)

Course Information	Details
Discipline/Programme	Management Studies
Semester	8
Type of Course	DSE 7
Course Code	24UBBADSE412
Course Title	Database Management System (DBMS)
Course Level	1
Course Summary	This course provides theoretical and practical knowledge of database concepts, design, query processing, database security, and SQL.
Lecture/Tutorial/Practical Hours	3/0/2
Credits	Total: 4 | Theory: 4 | Practical: 0
Pre-requisite, if any	None

Course Outcomes (CO)

CO No.	Expected Course Outcome	Learning Domains	PO No
1	Understand Database Concepts and Design	Understand	PO1
2	Apply the Relational Model and SQL for Database Operations	Apply	PO2
3	Analyze Schema Refinement and Normalization	Analyze	PO3
4	Demonstrate Transaction Management and Concurrency Control	Evaluate	PO4

Course Content

Module	Topics	
Module 1: Introduction to Database Management Systems (DBMS)	**1.1 Introduction to DBMS**	**PO1**
	Definition and Applications of DBMS	
	Purpose of a Database	
	Data Independence	
	1.2 Database System Architecture	
	Levels of Database Architecture	
	Mappings	
	Database Users and DBA	
	1.3 Database Design	

	Database Design Process	
	ER Diagrams: Entities, Attributes, Relationships, Constraints, Keys	
	Extended ER Features: Generalization, Specialization, Aggregation	
	Conceptual Design with the E-R Model	
Module 2: The Relational Model and Relational Algebra	**2.1 The Relational Model**	**PO2**
	Introduction to the Relational Model	
	Integrity Constraints over Relations	
	Enforcing Integrity Constraints	
	Querying Relational Data	
	Logical Database Design: Mapping E-R to Relational Model	
	Views: Creating, Altering, Destroying	
	2.2 Relational Algebra and Relational Calculus	
	Preliminaries of Relational Algebra	
	Relational Algebra Operators	
	Relational Calculus: Tuple and Domain Relational Calculus	
	Expressive Power of Algebra and Calculus	
Module 3: SQL (Structured Query Language)	**3.1 Basics of SQL**	**PO3**
	SQL Components: DDL, DML, DCL	
	Structure – Creation, Alteration, and Defining Constraints	
	Constraints: Primary Key, Foreign Key, Unique, Not Null, Check, IN Operator	
	3.2 SQL Functions and Operations	
	Aggregate Functions	
	Built-in Functions: Numeric, Date, String Functions	
	Set Operations	
	3.3 Advanced SQL Queries	
	Subqueries and Correlated Subqueries	
	Use of GROUP BY, HAVING, ORDER BY	
	JOINS and Its Types (INNER, OUTER, LEFT, RIGHT)	

	EXIST, ANY, ALL	
	3.4 Views and Transaction Control	
	Views and Their Types	
	Transaction Control Commands: COMMIT, ROLLBACK, SAVEPOINT	
	Cursors, Stored Procedures, and Triggers	
Module 4: Schema Refinement and Normalization	**4.1 Schema Refinement and Functional Dependencies**	**PO4**
	Introduction to Schema Refinement	
	Functional Dependencies and Their Reasoning	
	4.2 Normalization	
	Normal Forms: 1NF, 2NF, 3NF, BCNF	
	Properties of Decompositions	
	Normalization Process in Database Design	
	Case Studies on Normalization	
Module 5: Transaction Management and Concurrency Control	**5.1 Transaction Management**	
	Transaction Concept and Transaction State	PO5
	Implementation of Atomicity and Durability	
	Concurrent Executions and Serializability	
	Recoverability and Implementation of Isolation	
	Transaction Definition in SQL	
	Testing for Serializability	
	5.2 Concurrency Control	
	5.3 Recovery Systems	
	5.4 Overview of Storage and Indexing	
	Lab Practical SQL	

Teaching and Learning Approach

Classroom Procedure (Mode of transaction):
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- Experiential Learning
- Peer Teaching
- Group discussions
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Mode of Assessment

Assessment Type	Mode	Examples
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B. End Semester Examination (ESE)	Summative Assessment	Written test, Standardized Test (MCQ), Open book, Problem-based assignments, Individual or Team project report, Case Study

References

1. **Management Information Systems: Managing the Digital Firm** - K.C. Laudon, J.P. Laudon
2. **Database Systems: Design, Implementation & Management** - C. Coronel, S. Morris
3. **Information Systems Project Management** - D. Olson
4. **The Scrum Master Guidebook** - Chandan Lal Patary
5. **Scrum: The Art of Doing Twice the Work in Half the Time** - Jeff Sutherland
6. **Fundamentals of Information Systems** - R. Stair, G. Reynolds

DSE - 8 NEW TECHNOLOGY IN BUSINESS – BUSINESS TRANSFORMATION USING AI AND ANALYTICS

Course Information	Details
Discipline/Programme	Management Studies
Semester	8
Type of Course	DSE 8
Course Code	24UBBADSE413
Course Title	New Technology in Business – Business Transformation using AI and Analytics
Course Level	4
Course Summary	This course provides an introductory overview of key concepts and technologies driving digital transformation, including AI, cloud computing, cybersecurity, and Industry 4.0.
Lecture/Tutorial/Practical Hours	3/0/2
Credits	Total: 4 | Theory: 4 | Practical: 0
Pre-requisite, if any	None

Course Outcomes (CO)

CO No.	Expected Course Outcome	Learning Domains	PO No
1	Explain AI concepts and applications in business	Understand	PO1, PO2
2	Understand cloud computing and blockchain concepts	Understand	PO1
3	Understand cybersecurity and cyber attacks	Understand	PO1
4	Understand Industry 4.0, IoT, automation, big data	Understand	PO2
5	Apply AI techniques in business	Apply	PO2, PO3

Course Content

Module	Units	Description	Hours
Module 1	1.1	Robotic Process Automation (RPA)	4
	1.2	Benefits of RPA	4
	1.3	Limitations of RPA	4
Module 2	2.1	Introduction to Artificial Intelligence	4
	2.2	Weak AI vs Strong AI	4
	2.3	Considerations in Implementing AI	4
Module 3	3.1	Cloud Computing Overview	4
	3.2	Software as a Service (SaaS)	4
	3.3	Benefits of SaaS, PaaS, IaaS	4
	3.4	Limitations and Risks of Cloud Computing	4
Module 4	4.1	Blockchain - Types	4
	4.2	Bitcoin and Cryptocurrencies	4
	4.3	Smart Contracts - Benefits and Limitations	4
Module 5	5.1	Industry 4.0 - IoT	4
	5.2	Cyber Attacks - Types and Defenses	4
	5.3	Cybersecurity Concepts	4

Teaching and Learning Approach

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Mode of Assessment

Assessment Type	Mode	Examples
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Practicum	Experiential Learning	Presentations, Observation of practical skills, Field Visits, Surveys, Interviews,

		Case study, Focus groups, Qualitative techniques
B. End Semester Examination (ESE)	Summative Assessment	Written test, Standardized Test (MCQ), Open book, Problem-based assignments, Individual or Team project report, Case Study

References

1. **AI and Analytics: Accelerating Business Decisions** - Sameer Dhanrajani
2. **Big Data MBA: Driving Business Strategies with Data Science** - Bill Schmarzo

DSE - 9 Data Analytics Using R

Course Information	Details
Discipline/Programme	Management Studies
Semester	7 (Honours with Research)
Type of Course	DSE 09
Course Code	24UBBADSE414
Course Title	Data Analytics using R
Credits	Total: 4 | Theory: 4 | Practical: 0
Course Summary	Comprehensive understanding of R programming and its applications in business analytics, including data manipulation, visualization, and statistical analysis for decision-making.

Course Outcomes (CO)

CO No.	Expected Course Outcome	Learning Domains	PO No
1	Install and set up R and RStudio for business analytics	Understand	PO1
2	Explain and apply fundamental R programming concepts	Apply	PO1
3	Manipulate and clean data using dplyr and tidyr	Apply	PO2
4	Visualize data using ggplot2 and customize plots	Apply	PO2
5	Perform statistical analysis including hypothesis testing and regression	Apply	PO2

Course Content

Module	Units	Description	Hours
Module 1	1.1	Introduction to R, Features and Applications	3
	1.2	Installing R and RStudio	3
Module 2	2.1	Variables, Data Types (Numeric, Character, Logical)	3
	2.2	Vectors, Lists, Matrices, Data Frames	3
Module 3	3.1	Importing Data (CSV, Excel, Databases)	3
	3.2	Data Cleaning Techniques	3

Module 4	4.1	Introduction to ggplot2	3
	4.2	Creating Bar Charts, Histograms, Scatter Plots	3
Module 5	5.1	Basic Descriptive Statistics	3
	5.2	Correlation and Regression Analysis	3
		Lab Practicals	

Teaching and Learning Approach

Classroom Procedure (Mode of transaction):
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Mode of Assessment

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B. End Semester Examination (ESE)	Summative Assessment	Written test, Standardized Test (MCQ), Open book, Problem-based assignments, Individual or Team project report, Case Study

References
COURSE 80 APPLICATION OF BUSINESS ANALYTICS

DSE- 10 DATA MINING AND MACHINE LEARNING – Hadoop

Course Information	Details
Discipline/Programme	Management Studies
Semester	8
Type of Course	DSE 10
Course Code	4UDSERBBA415
Course Title	Data Mining and Machine Learning
Course Level	4
Course Summary	This course provides knowledge on data mining and machine learning, which are powerful tools for extracting insights and knowledge from data, enabling organizations to make informed decisions, anticipate future trends, and gain valuable competitive insights in today's data-driven world.
Lecture/Tutorial/Practical Hours	25/20/30
Credits	Total: 4 | Theory: 4 | Practical: 0
Pre-requisite, if any	None

Course Outcomes (CO)

CO No.	Expected Course Outcome	Learning Domains	PO No
1	Develop a global perspective of business analytics industry	Understand	PO1
2	Identify the different applications of analytics in business	Understand	PO1
3	Explain the concept of big data and its applications in business	Understand	PO1, PO2
4	Apply data mining techniques in business	Apply	PO2
5	Apply practical knowledge in tackling big data challenges and leverage Hadoop for data processing	Apply	PO2, PO8

Course Content

Module	Units	Description	Hours
Module 1	1.1	Global Outlook on Analytics Industry	2
	1.2	Significance of analytics in IT BPM Industry	2
	1.3	Analytics Industry Solutions - Analytics Outsourcing Market	2
	1.4	Components of Analytics Industry - Vertical and Horizontal Mapping	2
	1.5	Technology Drivers and Challenges	2
Module 2	2.1	Marketing Analytics - HR Analytics - Text Analytics	3
	2.2	Supply Chain Analytics - Sentimental Analysis	3
	2.3	Web Analytics - Social Media Analytics	3
	2.4	Sports Analytics - Retail Analytics - Location Analytics - Customer Analytics	3
	2.5	Operation Analytics - Education Analytics	3
Module 3	3.1	What is Big Data - Deriving Value	3
	3.2	Characteristics of Big Data	3
	3.3	Applications of Big Data in Management	3
Module 4	4.1	Introduction to Machine Learning for Business Analytics	3
Module 5	5.1	Introduction to Business Intelligence - Pattern Recognition	3
	5.2	Data Processing Chain - Data Mining – Gathering, Selection, Cleaning, and Preparation	2
	5.3	Evaluating Data Mining - Data Mining Techniques - Tools and Platforms	3
Module 6	6.1	Practical – Hadoop	30

Teaching and Learning Approach

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References

1. **Data Mining Practical Machine Learning Tools** - Ian H. Witten, Eibe Frank, Mark A. Hall (Elsevier, Morgan Kaufmann Publishers)
2. **Machine Learning** - Anuradha Srinivasa Raghavan, Vincy Joseph (Wiley, 2020)
3. **Big Data Analytics: Introduction to Hadoop, Spark, and Machine Learn

DSE -11 OPERATION RESEARCH -

Course Details

Course Information	Details
Discipline/Programme	Management Studies
Semester	7 (Honours with Research)
Type of Course	DSE 11
Course Code	24UBBADSE416
Course Title	Operation Research
Course Level	4
Course Summary	This course provides an understanding on different types of Operation Research problems and their practical applications in real life.
Lecture/Tutorial/Practical Hours	25/20/15
Credits	Total: 4 | Theory: 4 | Practical: 0
Pre-requisite, if any	None

Course Outcomes (CO)

CO No.	Expected Course Outcome	Learning Domains	PO No
1	The students will be able to explain the concept of operation research	U	PO1
2	To solve OR problems	U	PO2
3	Learn how to apply the OR problems in real life	A	PO2,3
4	The students will develop a problem-solving skill	S	PO1,2,6
5	Student will acquire decision-making skills	S	PO2,7

Course Content

Module	Units	Description	Hours
Module 1	1.1	Definition of operations research	3
	1.2	Models of operations research	5
	1.3	Scientific methodology of operations research	5
	1.4	Scope & importance of operations research in decision making	5
	1.5	Role of operations management, limitations of OR	5
Module 2	2.1	Linear Programming: Introduction – Mathematical formulation of a problem	5
	2.2	Graphical solutions	5
	2.3	Simplex method	3
	2.4	Method application to management decisions	3
	2.5	Transportation problem – Initial basic feasible solution (NWC method, Least cost method, Vogel's method)	5
Module 3	3.1	Assignment problem	3
	3.2	Hungarian Method	4
Module 4	4.1	Sequencing and replacement model: Sequencing problem	4
	4.2	Replacement of items that deteriorate gradually – with time, without time	4
	4.3	Individual replacement – group replacement	4

Teaching and Learning Approach
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References

1. Operations Research by (S.CHAND) PK Gupta and D S Hira
2. Operation Research Theory and Applications by JK Sharma (Trinity, 6th edition)