

Department of Management

**BBA (Hons.) Business Administration
Curriculum and Syllabus**

(Applicable to the students admitted during AY: 2022-23)



**Paari School of Business
SRM University AP, Andhra Pradesh**

Department Vision

To be a world class educational entity that creates cutting-edge knowledge and socially sensitive, competent, innovative, and business-ready entrepreneurs, leaders, and managers

Department Mission

1. Create managers who are socially sensitive, competent, and innovative.
2. Produce cutting-edge knowledge that helps all relevant stakeholders.
3. Inculcate the spirit of entrepreneurship that helps the country succeed

Program Educational Objectives (PEO)

1. Provide a quality foundation in Management to students.
2. Enable students to become independent thinkers with enhanced managerial acumen.
3. Equip students with Management knowledge that would prepare them for successful professional careers, higher learning courses and entrepreneurship.

Mission of the Department to Program Educational Objectives (PEO) Mapping

	PEO 1	PEO 2	PEO 3
Mission Statement 1	3	3	2
Mission Statement 2	1	1	3
Mission Statement 3	2	2	2

Program Specific Outcomes (PSO)

1. Demonstrate a grasp of basic management knowledge.
2. Apply classroom learnings to real life business scenarios.
3. Evaluate higher education and career pathways in Management

Mapping Program Educational Objectives (PEO) to Program Learning Outcomes (PLO)

Program Learning Outcomes (PLO)														
PEOs	POs											PSOs		
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
PEO 1	3	1	-	2	1	2	2	1	-	2	3	3	3	2
PEO 2	-	3	2	3	2	1	1	1	-	2	2	2	2	1
PEO 3	2	2	3	2	3	1	1	2	2	3	-	1	3	3

Category Wise Credit Distribution

Course Sub-category	Subcategory Credits	Category Credits	Learning hours
Ability Enhancement Courses (AEC)		2	60
University AEC	2		
School AEC	0		
Value Added Courses (VAC)		4	120
University VAC	4		
School VAC	0		
Skill Enhancement Courses (SEC)		12	360
School SEC	8		
Department SEC	0		
SEC Elective	4		
Foundation/ Interdisciplinary courses (FIC)		3	90
School FIC	3		
Department FIC	0		
Core + Core Elective including Specialization (CC)		106	3180
Core	88		
Core Elective (Inc Specialization)	18		
Minor (MC) + Open Elective (OE)		12	
Research / Design / Internship/ Project (RDIP)		34	1020
Internship / Design Project / Startup / NGO	6		
Internship / Research / Thesis	28		
Total		173	5190

Semester wise Course Credit Distribution Under Various Categories

Category	Semester									
	I	II	III	IV	V	VI	VII	VIII	Total	%
Ability Enhancement Courses - AEC	0	0	2	0	0	0	0	0	2	1%
Value Added Courses - VAC	0	0	0	0	0	4	0	0	4	2%
Skill Enhancement Courses - SEC	1	0	4	5	0	2	0	0	12	7%
Foundation / Interdisciplinary Courses - FIC	0	0	3	0	0	0	0	0	3	2%
CC / SE / CE / TE / DE / HSS	23	24	9	15	15	12	5	0	103	60%
Minor / Open Elective - OE	0	0	0	0	0	6	6	0	12	7%
(Research/ Design/ Industrial Practice/Project/Thesis/Internship) -RDIP	0	0	3	3	7	2	6	16	37	21%
Grand Total	24	24	21	23	22	26	17	16	173	100%

Note: L-T/D-P/Pr and the class allocation is as follows.

- a) Learning Hours : 30 learning hours are equal to 1 credit.
- b) Lecture/Tutorial : 15 contact hours (60 minutes each) per semester are equal to 1 credit.
- c) Discussion : 30 contact hours (60 minutes each) per semester are equal to 1 credit.
- d) Practical : 30 contact hours (60 minutes each) per semester are equal to 1 credit.
- e) Project : 30 project hours (60 minutes each) per semester are equal to 1 credit.

SEMESTER - I

S. No	Category	Sub-Category	Course Code	Course Title	L	T/D	P/Pr	C
1	SEC	S SEC	ISESB 011	Industry Specific Employability Skills-I	0	0	1	1
2	Core	CC	BBA 100	Financial And Cost Accounting	4	0	0	4
3	Core	CC	BBA 101	Banking, Insurance and Money Markets	3	0	0	3
4	Core	CC	BBA 102	Marketing Management	4	0	0	4
5	Core	CC	BBA 103	Organizational Behavior	3	0	0	3
6	Core	CC	BBA 104	Microeconomics	3	0	0	3
7	Core	CC	BBA 105	Basic Business Statistics	3	0	0	3
8	Core	CC	BBA 106	Business Communication- I	3	0	0	3
Semester Total					23	0	1	24

SEMESTER - II

S. No	Category	Sub-Category	Course Code	Course Title	L	T/D	P/Pr	C
1	Core	CC	BBA 200	Financial Management	3	0	0	3
2	Core	CC	BBA 201	Business Research	3	0	0	3
3	Core	CC	BBA 202	Human Resource Management	3	0	0	3
4	Core	CC	BBA 203	Operations Management	3	0	0	3
5	Core	CC	BBA 204	Macroeconomics	3	0	0	3
6	Core	CC	BBA 205	Business Communication-II	3	0	0	3
7	Core	CC	BBA 206	Entrepreneurial Mindset - I	1	1	1	3
8	Core	CC	BBA 207	Mind And Soul Training - I	0	0	1	1
9	Core	CC	BBA 208	Event Conducting and Committee Work - I	0	0	2	2
Semester Total					19	1	4	24

SEMESTER - III

S. No	Category	Sub-Category	Course Code	Course Title	L	T/D	P/Pr	C
1	AEC	U AEC	AEC 131	Design Thinking	1	0	1	2
2	VAC	U VAC	VAC 103	Co-Curricular Activities	0	0	2	2*
3	VAC	U VAC	VAC 104	Community Service and Social Responsibility	0	0	2	2*
4	SEC	S SEC	SEC 131	Entrepreneurial Mindset-II	1	0	1	2
5	SEC	S SEC	SEC 132	IT Applications in Management	1	0	1	2
6	FIC	S FIC	FIC 133	Business and Industrial Laws	2	0	1	3
7	Core	CC	BBA 209	Selling and Negotiation Skills	2	0	1	3
8	Core	CC	BBA 210	Principles of Management	2	0	1	3
9	Core	CC	BBA 211	Decision Science and Business Analytics	2	0	1	3
10	RDIP	RDIP	BBA 212	Research Study-I	1	0	2	3
Semester Total					12	0	9	21

SEMESTER - IV

S. No	Category	Sub-Category	Course Code	Course Title	L	T/D	P/Pr	C
1	VAC	U VAC	VAC 103	Co-Curricular Activities	0	0	2	2*
2	VAC	U VAC	VAC 104	Community Service and Social Responsibility	0	0	2	2*
3	SEC	S SEC	SEC 112	Skills of Auditing and Internal Control	2	0	1	3
4	SEC	ESEC	SEC 113	Employability And Practitioner Skills - I	1	0	1	2
5	Core	CC	BBA 213	Strategic Management	2	0	1	3
6	Core	CC	BBA 214	Project Management	2	0	1	3
7	Elective	CE	CE	Core Elective	2	0	1	3
8	Elective	CE	CE	Core Elective	2	0	1	3
9	Elective	CE	CE	Core Elective	2	0	1	3
10	RDIP	RDIP	BBA 215	Research Study-II	1	0	2	3
Semester Total					14	0	9	23

SEMESTER - V

S. No	Category	Sub-Category	Course Code	Course Title	L	T/D	P/Pr	C
1	VAC	U VAC	VAC 103	Co-Curricular Activities	0	0	2	2*
2	VAC	U VAC	VAC 104	Community Service and Social Responsibility	0	0	2	2*
3	Core	CC	BBA 301	International Business	2	0	1	3
4	Core	CC	BBA 302	Corporate and Financial Laws	2	0	1	3
5	Elective	CE	CE	Core Elective	2	0	1	3
6	Elective	CE	CE	Core Elective	2	0	1	3
7	Elective	CE	CE	Core Elective	2	0	1	3
8	RDIP	RDIP	BBA 303	Research study – III	0	0	3	3
9	RDIP	RDIP	BBA 304	Summer Internship	0	0	4	4
Semester Total					10	0	12	22

SEMESTER - VI

S. No	Category	Sub-Category	Course Code	Course Title	L	T/D	P/Pr	C
1	VAC	U VAC	VAC 103	Co-Curricular Activities	0	0	2	2
2	VAC	U VAC	VAC 104	Community Service and Social Responsibility	0	0	2	2
3	SEC	E SEC	SEC 116	Employability and Practitioner skills-II	1	0	1	2
4	Core	CC	BBA 305	Corporate Governance and ESG Reporting Standards	2	0	1	3
5	Core	CC	BBA 306	Integrated Case Studies in Management	1	2	0	3
6	Core	CC	BBA 307	Global Business Strategy	2	0	1	3
7	Core	CC	BBA 308	Guest Lecture Series	0	0	3	3
8	OE	OE	OE	Open Elective	3	0	0	3
9	OE	OE	OE	Open Elective	3	0	0	3
10	RDIP	RDIP	BBA 309	Capstone Project	0	0	2	2
Semester Total					12	2	12	26

SEMESTER - VII

S. No	Category	Sub-Category	Course Code	Course Title	L	T/D	P/Pr	C
1	Core	CC	BBA 401	Operations Research	2	0	1	3
2	Core	CC	BBA 403	Advanced Integrated Case Studies	1	1	0	2
3	OE	OE	OE	Open Elective	3	0	0	3
4	OE	OE	OE	Open Elective	3	0	0	3
5	RDIP	RDIP	BBA 402	Dissertation-I	0	0	6	6
Semester Total					9	1	7	17

SEMESTER - VIII

S. No	Category	Sub-Category	Course Code	Course Title	L	T/D	P/Pr	C
1	RDIP	RDIP	BBA 404	Dissertation-II	0	0	16	16
Semester Total					0	0	16	16

Specialization: Finance

S. No	Category	Sub-Category	Course Code	Course Title	L	T/D	P/Pr	C
1	Elective	CE	BBA F01	Corporate Finance	2	0	1	3
2	Elective	CE	BBA F02	Digital Finance	2	0	1	3
3	Elective	CE	BBA F03	Security and Portfolio Management	2	0	1	3
4	Elective	CE	BBA F05	Indirect Tax – GST	2	0	1	3
5	Elective	CE	BBA F06	Corporate and Retail Banking	2	0	1	3
6	Elective	CE	BBA F07	Management Accounting	2	0	1	3
7	Elective	CE	BBA F08	Direct Taxes	2	0	1	3
8	Elective	CE	BBA F09	Financial Planning and Wealth Management	2	0	1	3
9	Elective	CE	BBA F10	Financial Risk and Derivatives Management	2	0	1	3
10	Elective	CE	BBAFA4	Financial Modelling	2	0	1	3

Specialization: Marketing

S. No	Category	Sub-Category	Course Code	Course Title	L	T/D	P/Pr	C
1	Elective	CE	BBA M01	Digital Marketing	2	0	1	3
2	Elective	CE	BBA M02	Brand Management	2	0	1	3
3	Elective	CE	BBA M03	Sales and Distribution Marketing	2	0	1	3
4	Elective	CE	BBA M04	Services Marketing	2	0	1	3
5	Elective	CE	BBA M05	Retail Marketing	2	0	1	3
6	Elective	CE	BBA M06	Consumer Behaviour	2	0	1	3
7	Elective	CE	BBA M07	Integrated Marketing Communication	2	0	1	3
8	Elective	CE	BBA M08	Rural Marketing	2	0	1	3

Specialization: Human Resource Management

S. No	Category	Sub-Category	Course Code	Course Title	L	T/D	P/Pr	C
1	Elective	CE	BBA H01	Training and Development	2	0	1	3
2	Elective	CE	BBA H02	Leadership, Diversity and Team Management	2	0	1	3
3	Elective	CE	BBA H03	Performance Management	2	0	1	3
4	Elective	CE	BBA H04	Human Resource Planning	2	0	1	3
5	Elective	CE	BBA H05	Talent Acquisition and Retention	2	0	1	3
6	Elective	CE	BBA H06	Compensation Management	2	0	1	3
7	Elective	CE	BBA H07	Human Resource Development	2	0	1	3
8	Elective	CE	BBA H08	Human Resource Analytics	2	0	1	3
9	Elective	CE	BBA H09	Conflict and Negotiation	2	0	1	3
10	Elective	CE	BBA H10	Cross-Cultural Management	2	0	1	3

Specialization: Business Analytics

S. No	Category	Sub-Category	Course Code	Course Title	L	T/D	P/Pr	C
1	Elective	CE	BBA A01	Introduction to R and Phyton	2	0	1	3
2	Elective	CE	BBA A02	Excel for Managers	2	0	1	3
3	Elective	CE	BBA A03	Data Visualization	2	0	1	3
4	Elective	CE	BBA A06	Supply Chain Analytics	2	0	1	3
5	Elective	CE	BBA A07	Human Resource Analytics	2	0	1	3
6	Elective	CE	BBA A08	Marketing Analytics	2	0	1	3
7	Elective	CE	BBA A10	Big Data Analytics	2	0	1	3
8	Elective	CE	BBA A11	Text Analytics	2	0	1	3
9	Elective	CE	BBA A12	Capstone Project using Analytics	2	0	1	3
10	Elective	CE	BBA FA4	Financial Modelling	2	0	1	3

Specialization: Entrepreneurship and Family Business

S. No	Category	Sub-Category	Course Code	Course Title	L	T/D	P/Pr	C
1	Elective	CE	BBA E01	Launching your Startup	2	0	1	3
2	Elective	CE	BBA E02	Family Business Management	2	0	1	3
3	Elective	CE	BBA E03	Social Entrepreneurship	2	0	1	3
4	Elective	CE	BBA E04	Startup growth and exit strategies	2	0	1	3
5	Elective	CE	BBA E05	Financing and Growth of Family Business	2	0	1	3
6	Elective	CE	BBA E06	Corporate Entrepreneurship	2	0	1	3
7	Elective	CE	BBA E07	Strategic Innovation in Family Business	2	0	1	3
8	Elective	CE	BBA E08	Strategic Change in Family Business	2	0	1	3
9	Elective	CE	BBA E09	Family Business Management and Entrepreneurship	2	0	1	3
10	Elective	CE	BBA E10	Family Firm Marketing	2	0	1	3
11	Elective	CE	BBA E11	Analytics in Family Business	2	0	1	3
12	Elective	CE	BBA E12	Family Firm Finance	2	0	1	3
13	Elective	CE	BBA E13	Governance of Family Business	2	0	1	3
14	Elective	CE	BBA E14	Succession Planning in Family Business	2	0	1	3

Minor in Finance

S. No	Category	Sub-Category	Course Code	Course Title	L	T/D	P/Pr	C
1	OE	OE	MGT 241	Indirect Taxation	3	0	0	3
2	OE	OE	MGT 260	Financial Markets and Institutions	3	0	0	3
3	OE	OE	MGT 261	Wealth Management	3	0	0	3
4	OE	OE	MGT 262	Startup Financing	3	0	0	3
5	OE	OE	MGT 263	Retail Banking	3	0	0	3

Minor in Marketing

S. No	Category	Sub-Category	Course Code	Course Title	L	T/D	P/Pr	C
1	OE	OE	MGT 247	Digital Marketing	3	0	0	3
2	OE	OE	MGT 248	Services Marketing	3	0	0	3
3	OE	OE	MGT 249	Consumer Behaviour	3	0	0	3
4	OE	OE	MGT 250	Brand Management	3	0	0	3
5	OE	OE	MGT 251	Sales and Relationship Management	3	0	0	3

Minor in Entrepreneurship and Family Business Management

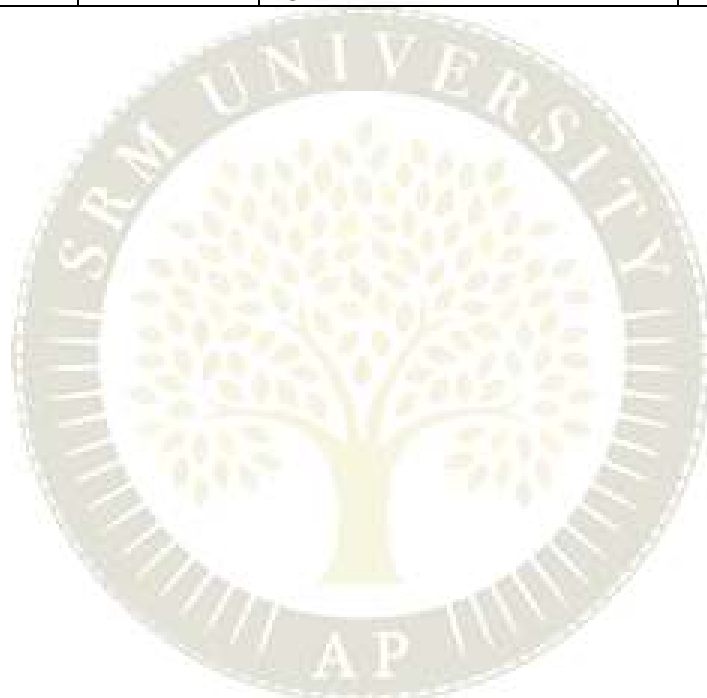
S. No	Category	Sub-Category	Course Code	Course Title	L	T/D	P/Pr	C
1	OE	OE	MGT 252	Family Business Management and Entrepreneurship	3	0	0	3
2	OE	OE	MGT 253	Family Firm Marketing	3	0	0	3
3	OE	OE	MGT 254	Analytics in Family Business	3	0	0	3
4	OE	OE	MGT 255	Family Firm Finance	3	0	0	3
5	OE	OE	MGT 256	Governance of Family Business	3	0	0	3
6	OE	OE	MGT 257	Succession Planning in Family	3	0	0	3
7	OE	OE	MGT 258	Strategic Innovation in Family	3	0	0	3
8	OE	OE	MGT 259	Strategic Change in Family	3	0	0	3

Minor in Operations

S. No	Category	Sub-Category	Course Code	Course Title	L	T/D	P/Pr	C
1	OE	OE	MGT 242	Operations Research	3	0	0	3
2	OE	OE	MGT 243	Supply Chain Management	3	0	0	3
3	OE	OE	MGT 244	Service Operations Management	3	0	0	3
4	OE	OE	MGT 245	Sustainable Solid Waste Management	3	0	0	3
5	OE	OE	MGT 246	Managing Healthcare Operations	3	0	0	3

Open Electives

S. No	Category	Sub-Category	Course Code	Course Title	L	T/D	P/Pr	C
1	OE	OE	MGT 264	Stock Markets Simulation	3	0	0	3
2	OE	OE	MGT 265	Change Management	3	0	0	3
3	OE	OE	MGT 266	Managing Diversity at the Workplace	3	0	0	3
4	OE	OE	MGT 267	Marketing Analytics using Spreadsheet	3	0	0	3
5	OE	OE	MGT 268	Fintech	3	0	0	3
6	OE	OE	MGT 269	Consumer Behaviour in a digital age	3	0	0	3



INDUSTRY SPECIFIC EMPLOYABILITY SKILLS

Course Code	ISESB 011	Course Category	SEC		L	T	P	C
					0	0	1	1
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)				
Course Offering Department	CDC	Professional / Licensing Standards						

Course Objectives / Course Learning Rationales (CLRs)

1. Describe interpersonal skills to become a good team player.
2. Interpret socialization skills, positive attitude, and behavioural skills.
3. Classify their communication barriers and make conscious efforts to improve their skill sets.
4. Complete practice and acquire the skills necessary to deliver an effective presentation with clarity and impact.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Recognise the factors which motivate him in learning.	1	70%	60%
Outcome 2	Interpret the knowledge of creativity and originality.	2	80%	70%
Outcome 3	Transfer lateral thinking in solving problems.	3	70%	60%
Outcome 4	Change themselves as team player.	3	90%	80%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)											PSO 2	PSO 2	PSO 3
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning			
Outcome 1	-	-	-	-	1	-	-	2	-	2	-	1	-	-
Outcome 2	-	2	-	-	3	-	-	3	3	-	-	-	-	-
Outcome 3	-	3	-	-	-	-	-	-	2	-	-	2	-	-
Outcome 4	-	-	-	-	-	-	-	2	3	-	-	2	-	-
Average	-	2.5	-	-	2	-	-	2.3	2.6	2	-	1.6	-	-

Course Unitization Plan

Unit No.	Syllabus Topics	Required Contact Hours	CLOs Addressed	References Used
Unit No. 1	Quants			
	Speed calculations, Time, and Distance	1	2,3	2,4
	Problems on Trains, Boats and Streams, Races and Games, Escalator problems	1	2,3	2,4
	Time and work, Chain rule, Pipes and Cistern	1	2,3	2,4
	Simplification, surds, and indices, square roots and cube roots, Functions	1	2,3	2,4
Unit No. 2	Reasoning			
	Number Series, Alphabet series, Odd Man Out, Missing number, Wrong number	1	2,3	1,4
	Analogies, Mathematical Operations, Calendars, Clocks	1	2,3	1,4
	Cryptarithmetics, Identification of cross variable relations	1	2,3	1,4
Unit No. 3	Verbal			
	SUDOKU	1	2,3	1,4
	Basic sentence structure: Nouns, Pronouns, Adjectives, Parts of speech, Degree of comparison	1	1,2	3,7
	Articles, conditionals, and sentences (kinds), Verb Tense, Sentence formation.	1	1,2	3,7
Unit No. 4	Paragraph formation, change of voice, Change of speech, Synonyms, and Antonyms.	1	1,2	3,7
	Communication Skills			
	Self-introduction	1	1,4	5,6
	Presentations	1	1,4	5,6
	Email Etiquettes	1	1,4	5,6
Total Contact Hours		15		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (10%)		Mid-1 (15%)		CLA-2 (10%)		Mid-2 (15%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	40%	-	50%	-	40%	-	50%	-	50%	-
	Understand										
Level 2	Apply	60%	-	50%	-	60%	-	50%	-	50%	-
	Analyse										
Level 3	Evaluate	-	-	-	-	-	-	-	-	-	-
	Create										
Total		100%		100%		100%		100%		100%	

Recommended Resources

- Aggarwal, R.S. (2010) Modern approach to Verbal & non-verbal reasoning. S Chand & Co Ltd.
- Cheema, D.S. (2009) Personality development: Mastering soft skills. Chandigarh: Abhishek Publications.
- Gupta, S. (2018) Practical english grammar & composition, Google Books.
- Sharma, A. (2018) How to prepare for Quantitative Aptitude for Cat. Chennai: McGraw Hill Education (India) Private Limited.
- Upadhyay, M. and Sharma, A. (2020) Verbal Ability and Reading Comprehension.
- Collet, C., Hine, D., & Du Plessis, K. (2015). Employability skills: perspectives from a knowledge-intensive industry. Education+ Training, 57(5), 532-559.
- Bhatti, M., Alyahya, M., Alshiha, A. A., Qureshi, M. G., Juhari, A. S., & Aldossary, M. (2023). Exploring business graduates employability skills and teaching/learning techniques. Innovations in Education and Teaching International, 60(2), 207-217.

Financial and Cost Accounting

Course Code	BBA 100	Course Category	Core				L	T	P	C
							4	0	0	4
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)						
Course Offering Department	Management	Professional / Licensing Standards								

Course Objectives / Course Learning Rationales (CLRs)

1. Describe interpersonal skills to become a good team player.
2. Describe, explain, and integrate fundamental concepts underlying accounting concepts, conventions, rules, and frameworks.
3. Illustrate the importance of the role of accounting in making informed decisions.
4. Explain and solve accounting problems by applying the requisite knowledge.
5. Interpret competency in functional areas of accounting using the financial and cost accounting principles.
6. Ability to identify and prepare the elements of the cash flow statements.
7. Ability to understand the fundamentals and techniques of cost accounting to apply it to making business decisions.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Illustrate the rules, methods, and conventions of accounting.	1	80%	75%
Outcome 2	Identify the events that need to be recorded in accounting records and apply said events to a sample record.	1	75%	70%
Outcome 3	Interpret and apply costing techniques in decision-making.	3	70%	65%
Outcome 4	Use Trial Balance and construct the financial statements.	3	75%	70%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	3	3	2	3	-	-	-	1	2	-	2	1	2	1
Outcome 2	3	3	2	3	-	-	-	1	2	-	2	1	2	1
Outcome 3	3	3	2	3	2	-	-	1	2	1	2	1	2	1
Outcome 4	3	3	2	3	-	-	-	1	2	-	2	1	2	1
Average	3	3	2	3	2	-	1	1	2	1	2	1	2	1

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit No. 1	Meaning and Definition of Accounting, Users of Accounting	2	1	1,2
	Branches of Accounting, Distinction between Bookkeeping and Accounting, Relationship between Accounting and other Discipline.	2	1	1,2
	Forms of companies, Accounting Terminologies.	2	1	1,2
	Accounting Cycle.	2	1,2	1,2
	Accounting Concepts and Conventions	2	1	1,2
	Introduction to GAAP, IFRS and IndAS	3	1	1,2
Unit No. 2	Rules of Accounting, Methods of Accounting	2	1,2	1,2
	Recording of Accounting Transaction	2	1,2	1,2
	Preparation of Trial Balance.	4	1,3	1,2
Unit No. 3	Meaning and Types of Inventory, Methods of Inventory Accounting. (LIFO, FIFO, Weighted Average Method and EOQ)	4	5	1,2
	Inventory accounting methods – Perpetual & Periodic	4	5	2
	Meaning and Concepts of Depreciation, Need of Depreciation, Methods of Charging Depreciation	4	1,5	1,2
	Final Accounts of Proprietorship Business & limited companies	7	1,7	1,2
Unit No. 4	Preparation of cash flow statements	6	4	1,2
Unit No. 5	Introduction to cost accounting, elements of cost & cost behaviors	4	6	3
	Preparation of cost sheets	2	6	3
	Absorption costing method	4	6	3
	Job costing and process costing	4	6	
	Total Contact Hours		60	

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (10%)		Mid-1 (15%)		CLA-2 (10%)		Mid-2 (15%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%	-	45%	-	60%	-	50%	-	50%	-
	Understand										
Level 2	Apply	40%	-	55%	-	40%	-	50%	-	50%	-
	Analyse										
Level 3	Evaluate	-	-	-	-	-	-	-	-	-	-
	Create										
Total		100%		100%		100%		100%		100%	

Recommended Resources

- Aggarwal, R.S. (2010) Modern approach to Verbal & non-verbal reasoning. S Chand & Co Ltd.
- Cheema, D.S. (2009) Personality development: Mastering soft skills. Chandigarh: Abhishek Publications.
- Gupta, S. (2018) Practical english grammar & composition, Google Books.
- Henderson, S., Peirson, G., Herbohn, K., & Howieson, B. (2015). Issues in financial accounting. Pearson Higher Education AU.
- Bushman, R. M., & Smith, A. J. (2001). Financial accounting information and corporate governance. Journal of accounting and Economics, 32(1-3), 237-333.

Banking, Insurance and Money Markets

Course Code	BBA 101	Course Category	Core				L	T	P	C
							3	0	0	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)						
Course Offering Department	Management	Professional / Licensing Standards								

Course Objectives / Course Learning Rationales (CLRs)

1. Describe how banks raise their resources, deploy them, and manage the associated risks.
2. Compare the various nuances and interrelationships between Insurance and risk management.
3. Explain insights into the practical working of Banking and Insurance

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Describe regulations governing the Indian Banking system and Pricing of the types of loans proposed by banks to prospective borrowers with varied risk profiles	1	80%	75%
Outcome 2	Summarize and evaluate the performance of banks	2	75%	70%
Outcome 3	Illustrate and evaluate the growth and Development of Insurance Business	4	70%	60%
Outcome 4	Analyse the Role of Insurance Business Intermediaries and obtain an overview of the Regulatory Framework of the Insurance Sector	4	70%	60%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	3	1	-	2	1	-	-	2	-	-	3	1	2	-
Outcome 2	3	3	2	2	1	-	-	2	2		3	1	2	-
Outcome 3	3	3	2	2	1	-	-	2	2	3	3	1	2	-
Outcome 4	3	-	-	2	1	-	-	2	2	3	3	1	2	-
Average	3	1.75	1	2	1	-	-	2	1.5	1.5	3	1	2	-

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit No. 1	MANAGEMENT OF BANKING COMPANIES	9	1	1
	Principles of Banking, Debitisation of Bank, Creation of Money,	3	1	1
	Present Structure of Commercial Banking System in India, Transaction in Working during 1947 to 1991 and after that.	3	1	1
	Principles of Insurance: Definition of Insurance, Meaning and Definition of Risks.	3	3	1
Unit No. 2	MANAGEMENT PRINCIPLES IN BANKS	9		2
	Nature of Insurance Business	3	3,4	2
	Nature of Insurance contract, Insurance Contract vs. Wage sing contract,	3	3,4	2
	Importance of Insurance, Uses of Insurance Business.	3	3,4	2
Unit No. 3	MANAGEMENT OF DEPOSIT AND ADVANCES	9		1
	Meaning, Importance of Development Officer	3	3,4	1
	Role of Development Officer	3	3,4	1
	Duties of Development Officer	3	3,4	1
Unit No. 4	INVESTMENT REPORT	9		1,2
	Nature of Bank Investment, Role of Insurance Agents, Meaning and Definition of Agents,	3	2,3,4	1,2
	Recruitment and Selection of Agents, Training of Agents, Duties of Agents,	3	2,3,4	1,2
	Code of Conduct for Agents, Rights of Agents, Essential Qualifications for Successful Agents, Termination of Agents.	3	2,3,4	1,2
Unit No. 5	MANAGEMENT OF FINANCE	9		1,2
	Bank Accounts, Records, Reports, Statement of Advances, Profit and Loss Accounts, Balance Sheet and Reports	3	2,3,4	1,2
	Management Principles in Insurance: Management Function in Insurance, Hierarchy, Individual and Group Behaviour	3	2,3,4	1,2
	Management of Personnel of Manager, Management Process of Selection, Training, Promotion, etc	3	2,3,4	1,2
	Total Contact Hours		45	

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)				End Semester Exam (50%)
		CLA-1 (10%)	Mid-1 (15%)	CLA-2 (10%)	Project (15%)	
Level 1	Remember	80%	30%	40%	100%	40%
	Understand					
Level 2	Apply	20%	70%	60%	-	60%
	Analyse					
Level 3	Evaluate	-	-	-	-	-
	Create					
Total		100%	100%	100%	100%	100%

Recommended Resources

1. Brown, R. (2007) Financial Services. Bradford, England: Emerald.
2. Black, Jr. Kenneth., Harold Skipper Jr., (2016) Life and Health Insurance, Prentice Hall, Inc., England.
3. Claessens, S. (2006). Access to financial services: A review of the issues and public policy objectives. The World Bank Research Observer, 21(2), 207-240.
4. Karlan, D., Kendall, J., Mann, R., Pande, R., Suri, T., & Zinman, J. (2016). Research and impacts of digital financial services (No. w22633). National Bureau of Economic Research.

Marketing Management

Course Code	BBA 102	Course Category	Core				L	T	P	C
							4	0	0	4
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)						
Course Offering Department	Management	Professional / Licensing Standards								

Course Objectives / Course Learning Rationales (CLRs)

- To describe the basic idea of marketing and related concepts.
- To interpret a basic understanding of corporate and division strategic planning.
- To infer the concept and methods of marketing research and customer connect.
- To articulate the key factors for building a strong brand

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Describe the concepts of marketing and their application in the new age.	1	70%	60%
Outcome 2	Interpret a comprehensive corporate and division strategic planning.	2	60%	50%
Outcome 3	Interpret the keys to branding strategies.	2	60%	50%
Outcome 4	Develop a marketing research project.	6	70%	60%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	3	2	3	2	-	-	-	2	1	1	2	3	1	3
Outcome 2	3	2	2	3	-	-	-	2	1	2	2	3	2	3
Outcome 3	3	3	3	3	-	-	-	3	2	3	3	3	3	3
Outcome 4	3	3	3	3	-	-	-	3	3	3	3	3	3	3
Average	3	2.5	2.75	2.75	-	-	-	2.5	1.75	2.25	2.5	3	2.25	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit No.1	UNDERSTANDING MARKETING MANAGEMENT Defining Marketing for the New Realities - Value & scope of Marketing - Core Marketing Concepts -	4	1	1, 2, 3,4
	The New Marketing Realities - Marketing Management Tasks	2	1,2	1, 2, 3,4
	Developing Marketing Strategies and Plans - Marketing and Customer Value	4	1, 2	1, 2, 3,4
Unit No.2	CORPORATE AND DIVISION STRATEGIC PLANNING Business Unit Strategic Planning	6	1, 2	1, 2, 3,4
	Product Life-Cycle Marketing Strategies	6	2, 3	1, 2, 3,4
Unit No.3	CAPTURING MARKETING INSIGHTS Marketing Intelligence - Analysing the Macro- environment	6	2, 3	1, 2, 3,4
	Conducting Marketing Research (scope and process of marketing research).	6	2, 3	1, 2, 3,4
Unit No.4	CONNECTING WITH CUSTOMERS Creating Long-Term Loyalty Relationships - Analysing Consumer Markets	6	2,3, 4	1, 2, 3,4
	Consumer behaviour	6	2,3, 4	1, 2, 3,4
Unit No.5	BUILDING STRONG BRANDS Identifying Market Segments and Targets - Crafting the Brand Positioning	6	2,3, 4	1, 2, 3,4
	Setting Product Strategy (Product Characteristics and Classifications,).	4	1, 2, 3, 4	1, 2, 3,4
	Differentiation, Design and Luxury Products	4	1, 2, 3, 4	1, 2, 3,4
Total Contact Hours		60		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)						End Semester Exam (50%)	
		CLA-1 (10%)		Mid-1 (30%)		CLA-2 (10%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%	-	40%	-	60%	-	50%	-
	Understand								
Level 2	Apply	-	-	-	-	-	-	-	-
	Analyse								
Level 3	Evaluate	40%	-	60%	-	40%	-	50%	
	Create								
Total		100%		-		100%		100%	

Recommended Resources

1. Kotler, P. (2009). Marketing management. Pearson Education India.
2. Armstrong, G., Adam, S., Denize, S., & Kotler, P. (2014). Principles of marketing. Pearson Australia.
3. Pride, W. M., & Ferrell, O. C. (2022). Foundations of marketing. Cengage Learning, Inc..
4. Webster Jr, F. E. (2005). A perspective on the evolution of marketing management. Journal of Public Policy & Marketing, 24(1), 121-126.
5. Business News Today, Latest Market News, Finance News BusinessLine. Available at: <https://www.thehindubusinessline.com/>.

Organisational Behaviour

Course Code	BBA 103	Course Category	Core				L	T	P	C
							3	0	0	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)						
Course Offering Department	Management	Professional / Licensing Standards								

Course Objectives / Course Learning Rationales (CLRs)

1. To understand the conceptual framework of the discipline of OB and its practical applications in the organizational setup.
2. To deeply understand the role of individuals, groups, and structures in achieving organizational goals effectively and efficiently.
3. To critically evaluate and analyze various theories and models that contribute to the overall understanding of the discipline.
4. To develop creative and innovative ideas that could positively shape the organizations.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Describe the concepts of Organizational Behaviour and its applications in contemporary organizations.	1	70%	60%
Outcome 2	Illustrate the impacts of individuals, groups, and structure on organizational effectiveness and efficiency.	1	60%	55%
Outcome 3	Illustrate the theories and models of organizations in the workplace.	1	60%	55%
Outcome 4	Analyze and solve given organizational challenges creatively and innovatively.	3	70%	60%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	2	1	1	1	2	3	3	3	2	2	2	2	3	3
Outcome 2	2	1	1	1	2	3	3	3	2	2	2	2	3	3
Outcome 3	2	1	1	1	2	3	3	3	3	2	2	2	3	3
Outcome 4	3	1	1	1	2	2	3	3	3	2	2	2	3	3
Average	2.25	1	1	1	2	2.75	3	3	2.5	2	2	2	3	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit No.1	INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR	9		
	Introduction to organization, organization, and managers, manager's roles and skills	2	1	1,2,3
	behavior at work, introduction to organization behavior	2	1	1,2,3
	major behavioral science disciplines contributing to OB	2	1	1,2,3
	challenges and opportunities managers have in applying OB concepts	2	1	1,2,3
	OB model (including motivation models) and levels of OB model	1	1, 2	1, 2, 3
Unit No.2	INDIVIDUAL BEHAVIOUR	9	1, 2	1,2,3
	Introduction to individual behavior, values, attitudes	1	1, 2	1,2,3
	job satisfaction, personality, perception, and individual decision-making	2	1, 2	1,2,3
	learning, motivation at work	2	1, 2	1,2,3
	managing emotions and stress (Meaning-Definition Stress and job performance relationship)	2	1, 2	1,2,3
	Approaches to stress management (Coping with stress)	2	1, 2	1,2,3
Unit No.3	INTERPERSONAL BEHAVIOUR	9		1,2,3
	Interpersonal Behaviour, Johari Window,	3	1, 2	1,2,3
	Transactional Analysis –	1	1, 2	1,2,3
	ego states, types of transactions, life positions, applications of T.A.,	2	1, 2	1,2,3
	Managerial interpersonal styles.; Case Study Analysis	3	1, 2	1,2,3
Unit No.4	GROUP BEHAVIOUR	9		1,2,3
	Introduction to group behavior	2	3	1,2,3
	foundations of group behavior	2	3	1,2,3
	concept of group and group dynamics	2	3	1,2,3
	Types of groups, formal and informal groups	2	3	1,2,3
	Theories of group formation, Case Study Analysis	1	3	1,2,3
Unit No.5	ORGANISATIONAL BEHAVIOUR	9		1,2,3
	Foundations of organization structure, organization design, organization culture	3	4	1,2,3
	organization change, managing across cultures	3	4	1,2,3
	Human resource management policies and practices, diversity at work. Case Study Analysis	3	4	1,2,3
Total Contact Hours			45	

Learning Assessment

Bloom's Level of Cognitive Task	Continuous Learning Assessments (50%)						End Semester Exam (50%)		
	CLA-1 (10%)		Mid-1 (30%)		CLA-2 (10%)		Th	Prac	
	Th	Prac	Th	Prac	Th	Prac			
Level 1	Remember	60%	-	40%	-	60%	-	50%	-
	Understand								
Level 2	Apply	-	-	-	-	-	-	-	-
	Analyse								
Level 3	Evaluate	40%	-	60%	-	40%	-	50%	-
	Create								
Total		100%		100%		100%		100%	

Recommended Resources

1. Robbins, S. P/ Judge, T. A/ Sanghi, S., Organizational Behavior, Pearson Publication
2. Aswathappa, K., Organisational Behaviour– Text and Problem, Himalaya Publication
3. Pardeshi, P. C., Organizational Behaviour & Principles & Practice Of Management, Nirali publication
4. Hosie, P.J. and Smith, R.C., 2009. A future for organisational behaviour?. European Business Review, 21(3), pp.215-232.
5. Brown, R. B., & Woodland, M. J. (1999). Managing knowledge wisely: A case study in organisational behaviour. Journal of applied management studies, 8(2), 175.

Microeconomics

Course Code	BBA 104	Course Category	Core		L	T	P	C
					3	0	0	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)				
Course Offering Department	Management	Professional / Licensing Standards						

Course Objectives / Course Learning Rationales (CLRs)

1. Explain basic theoretical concepts and problems of Microeconomics.
2. Describe how microeconomic concepts can be applied to real-world scenarios, helping consumers and producers make informed decisions

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Describe the concepts of Microeconomics	1	80%	75%
Outcome 2	Interpret the behaviour of Firms and consumers in different markets	2	75%	70%
Outcome 3	summarise the impact of changes in price and income on a consumption decision.	2	70%	60%
Outcome 4	Articulate the cost function and Cost Structure of Firm	3	70%	60%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	2	-	1	1	1	-	-	1	-	-	-	1	2	-
Outcome 2	2	-	2	2	1	-	-	1	-	-	-	1	2	-
Outcome 3	3	3	3	2	1	-	-	1	-	-	-	1	2	-
Outcome 4	3	3	3	2	1	-	-	1	-	-	-	1	2	-
Average	2.50	1.5	2.25	1.75	1	-	-	1	-	-	-	1	2	-

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit No.1	Introduction to Economics	9	1,2	1,2
	Why study economics? Scope and method of economics; the economic problem: scarcity and choice	3	1	
	The question of what to produce, how to produce, and how to distribute output	3	1,2	
	The basic competitive model: prices, opportunity sets, economic systems, reading, and working with graphs.	3	1,2	
Unit No.2	Demand and Supply	9	1,3	1,2
	Determinants of individual demand/supply , demand/supply schedule, and demand/supply curve	3	1	
	Market versus individual demand/supply; shifts in the demand/supply curve, demand and supply together	3	1,3	
	How prices allocate resources; elasticity and its application; consumer surplus; producer surplus and the efficiency of the markets	3	1,3	
Unit No.3	Consumer Theory	9	1,2,3,	1,2
	The consumption decision - budget constraint, consumption and income/price changes, demand for all other goods, and price changes	3	1,2,3	
	Utility and preferences (indifference curves); properties of indifference curves.	3	1,2,3	
	Consumer's optimum choice, income and substitution effects; Applying consumer theory.	3	1,2,3	
Unit No.4	Producer Theory	9	2,3	1,2
	Production, short-run production function, and returns to factor;	3	2	
	Average-marginal relationship; Long-run production function and laws of return to scale- the role of technology.	3	2,3	
	Cost function and cost structure of a firm in the short- run, long run cost function and cost structure.	3	2,3	
Unit No.5	Types of Market	9	1,4	1,2
	Perfect competition –features; profit maximization; shut-down and break-even points	3	1,4	
	Monopoly: marginal revenue; marginal cost; profit maximization; shutdown rule; market power; price discrimination	3	1,4	
	Monopolistic competition and product differentiation, Oligopoly market.	3	1,4	
Total Contact Hours			45	

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)				End Semester Exam (50%)
		CLA-1 (10%)	Mid-1 (15%)	CLA-2 (10%)	Project (15%)	
Level 1	Remember	80%	40%	50%	100%	50%
	Understand					
Level 2	Apply	20%	60%	50%	-	50%
	Analyse					
Level 3	Evaluate	-	-	-	-	-
	Create					
Total		100%	100%	100%	100%	100%

Recommended Resources

1. Fair ,Case & Oster ,”Principles of Economics”
2. Mankiw ,N.Gregory, Principles of Microeconomics, Cengage Learning
3. Recommended Online Resources
4. Microeconomics principles. (2019, January 7). Coursera. <https://www.coursera.org/learn/microeconomics>

Basic Business Statistics

Course Code	BBA 105	Course Category	Core				L	T	P	C
							3	0	0	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)						
Course Offering Department	Management	Professional / Licensing Standards								

Course Objectives / Course Learning Rationales (CLRs)

1. To illustrate the students' fundamentals of statistics.
2. To summarize the significance of descriptive and inferential statistics to the students.
3. To help the students understand the Correlation and Regression analysis.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Discuss data types, sources, and descriptive statistics within the business framework.	2	80%	70%
Outcome 2	Characterize data by using central tendency measures.	2	70%	60%
Outcome 3	Demonstrate the role of Correlation and regression analysis in the business framework.	3	65%	50%
Outcome 4	Apply the concepts of time series and probability in given business case studies.	3	65%	50%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	3	2	3	3	3	-	-	3	-	-	3	2	3	1
Outcome 2	3	3	-	3	3	-	-	3	3	-	3	2	3	1
Outcome 3	3	3	2	3	3	-	-	3	3	3	3	2	2	2
Outcome 4	3	3	3	3	2	-	-	2	3	3	3	2	3	2
Average	3	2.75	2	3	2.75	-	-	2.75	3	3	3	2	2.75	1.5

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit No.1		7		
	Fundamentals of Statistics Introduction-Statistics	1	1	2,4
	Frequency Distribution	1	1	2,4
	Charts and Diagram	1	1	2,4
	Variables- Independent variables and Dependent variables,	1	1	2,4
	Universe, Population, and sample	1	1	2,4
	Data- Types of data and sources	2	1	2,4
Unit No.2		7		
	Measures of Central Tendency-Mean (AM, GM, HM),	1	2	2,3
	Mode and Median;	1	2	2,3
	Measures of Variations-Range and coefficient of range,	1	2	2,3
	quartiles and coefficients, percentiles, , Standard deviation, Variance, and co-efficient	1	2	2,3
	Quartile deviation and co-efficient of Quartile deviation,	1	2	2,3
	Mean Deviation co-efficient of Mean deviation	2	2	2,3
Unit No.3		12		
	Correlation and Regression Analysis	1	3	1,4
	Correlation Analysis-	2	3	1,4
	Karl Pearson's Coefficient of Correlation,	2	3	1,4
	Spearman Rank Correlation;	2	3	1,4
	Types of Correlation.	2	3	1,4
	Regression Analysis- Simple Regression,	2	3	1,4
Multiple Regression; Types of Regression. Multiple Regression Concepts	1	3	1,4	
Unit No.4		9		
	Time Series and Index Number:	2	4	3,4
	Time Series, Components of Times Series,	2	4	3,4
	fitting straight line trend,	1	4	3,4
	Demand forecasting with time series analysis	1	4	3,4
	Index Numbers-Chain Base and Fixed based index	3	4	3,4
Unit No.5		10		
	Probability-concepts and theorems,	2	4	1, 4
	Addition and Multiplication theorems,	2	4	1, 4
	Conditional Probability,	2	4	1, 4
	Bayes Theorem.	2	4	1, 4
	Probability distributions - Binomial, Poisson, and Normal distribution	2	4	1, 4
Total Contact Hours		45		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)				End Semester Exam (50%)
		CLA-1 (10%)	Mid-1 (15%)	CLA-2 (10%)	Project (15%)	
Level 1	Remember	80%	40%	50%	100%	50%
	Understand					
Level 2	Apply	20%	60%	50%	-	50%
	Analyse					
Level 3	Evaluate	-	-	-	-	-
	Create					
Total		100%	100%	100%	100%	100%

Recommended Resources

1. Kazmier, L. J. (2019). Theory and problems of business statistics. McGraw-Hill Companies.
2. Black, K. (2023). Business statistics: for contemporary decision making. John Wiley & Sons.
3. Levin, R. I. (2008). Statistics for management. Pearson Education India.
4. 1.Keller, G., & Warwick, B. (1997). Statistics for Management and Economics (4th Edn). Journal of the Operational Research Society, 48(9), 963-963.
5. Britten, W. A. (1990). A use statistic for collection management: The 80/20 rule revisited. Library Acquisitions: Practice & Theory, 14(2), 183-189.

Business Communication-I

Course Code	BBA 106	Course Category	Core				L	T	P	C
							3	0	0	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)						
Course Offering Department	Literature and Languages	Professional / Licensing Standards								

Course Objectives / Course Learning Rationales (CLRs)

- To help students recognize the role communication plays in professionalism.
- To summarize, students with different contexts demonstration of their enhanced communication skills.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Describe the concepts of business communication concerning their usage (for example, telephonic communication and its usage)	1	75%	75%
Outcome 2	Infer communicative skills in business scenarios (for example, writing a complaint letter)	2	75%	75%
Outcome 3	Teach communication specific to the scenario (for example, craft a presentation or a pitch)	3	75%	75%
Outcome 4	Develop effective emails and reports in general	6	75%	75%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	-	-	1	-	2	-	-	3	3	-	3	-	1	-
Outcome 2	-	-	1	-	2	-	-	3	3	-	3	-	1	-
Outcome 3	-	-	1	-	2	-	-	3	3	-	3	-	1	1
Outcome 4	-	-	1	-	2	-	-	3	3	-	3	2	-	-
Average	-	-	1	-	2	-	-	3	3	-	3	2	1	1

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	THE COMMUNICATION PROCESS			
	Encoding and Decoding	1	1	1-10
	Channels of Communication	2	1	1-10
	Barriers and Steps to overcome barriers	1	1	1-10
	Cross-cultural communication	1	1	1-10
Unit 2	THE THREE Vs OF COMMUNICATION			
	Visual (Body Language)	4	1	1-10
	Vocal (Tone, Pitch, Modulation) &	4	1	1-10
	Verbal(Speaking), Articulation	4	1	1-10
Unit 3	ORGANIZATIONAL COMMUNICATION		1	
	Types of communication: Upward, Downward, Diagonal & Parallel	5	1	1-10
	Channels of Communication: Email & Telephone	5	2-4	1-10
Unit 4	BUSINESS WRITING			
	Fundamentals of Report writing	5	2-4	1-10
	Four types of Business Writing: Instructional, Informational, Persuasive and Transactional	5	2-4	1-10
Unit 5	GIVING AND RECEIVING FEEDBACK			
	Criticism Vs. Feedback	2	1	1-10
	Rosenberg's model of non-violent feedback: Observation-Feelings-Needs-requests	4	1	1-10
	Steps for Effective Feedback	2	1-4	1-10
Total Contact Hours			45	

Learning Assessment

Question Difficulty	Bloom's Level of Cognitive Task	Continuous Learning Assessments (50%)				End Semester Exam (50%)
		CLA-1 (10%)	Mid-1 (15%)	CLA-2 (10%)	CLA-3 (15%)	
Level 1	Remember	50	20	20	50	20
	Understand					
Level 2	Apply	50	30	30	50	30
	Analyse					
Level 3	Evaluate	-	50	50	-	50
	Create					
Total		100%	100%	100%	100%	100%

Recommended Resources

1. Bovée, C. L. (2008). Business communication today. Pearson Education India.
2. Guffey, M. E., & Loewy, D. (2019). Essentials of business communication. Cengage Learning.
3. Kaul, A. (2009). Business Communication. PHI Learning Pvt. Ltd..
4. Conrad, D., & Newberry, R. (2012). Identification and instruction of critical business communication skills for graduate business education. Journal of Education for Business, 87(2), 112-120.
5. Shrivastava, S. (2012). Identifying the Major Components of Business Communication and Their Relevance: A Conceptual Framework. IUP Journal of Soft Skills, 6(4).

Financial Management

Course Code	BBA 200	Course Category	Core				L	T	P	C
							3	0	0	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)						
Course Offering Department	Management	Professional / Licensing Standards								

Course Objectives / Course Learning Rationales (CLRs)

1. Describe the scope of financial management and the Time value of Money.
2. Explain the concepts of long-term and short-term investment decisions.
3. Describe various sources of capital and the cost associated with it.
4. Illustrate financial statement analysis and techniques used for analysis

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Describe financial reports and financial statements.	1	80%	75%
Outcome 2	Explain the selection of an appropriate source of capital considering cost and risk for a given scenario.	1	75%	70%
Outcome 3	Use capital budgeting technique with time value of Money for appraising investment proposal.	3	70%	60%
Outcome 4	Use ratios and cash flow techniques for appraising the performance of firms.	3	70%	60%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	3	3	3	3	2	0	0	3	1	2	3	0	2	3
Outcome 2	3	3	3	3	2	0	0	3	1	2	3	1	0	3
Outcome 3	3	3	3	3	2	0	0	3	1	2	3	1	2	3
Outcome 4	3	3	3	3	2	0	0	3	1	2	3	1	2	3
Average	3	3	3	3	2	0	0	3	1	2	3	0.75	1.5	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Financial Statement Analysis		1	1,3
	Overview of financial statements, Conflicts between managers, shareholders, and bondholders	3	1,4	
	Financial statement and reports, Techniques of Financial Statement Analysis	3	1,4	
	Evaluating trends and components of business. Standards of Comparison Using Financial Ratios	3	1,4	
Unit 2	Time Value of Money			1,3
	Future Values	3	3,4	
	Present Values	3	3,4	
	Annuities, Perpetuities	3	3,4	
Unit 3	Cost of Capital			1,3
	Cost of debt, Cost of Equity Share	3	2,3,4	
	Cost of Preference Share, Cost of Retained Earning	3	2,3,4	
	Weighted Average Cost of Capital based on Historical and Market weights	3	2,3,4	
Unit 4	Cash Flow Analysis			1,3
	Cash flow Statement, Meaning,	3	2,3,4	
	Importance of Cashflow statement	1	2,3,4	
	Estimation of relevant project cash flows	3	2,3,4	
Unit 5	Capital Budgeting Technique			1,3
	Payback period, Accounting Rate of Return, Net Present Value	5	2,3,4	
	Operating and Financial Leverage,	3	2,3,4	
	EBIT -EPS analysis, Combined leverage.	3	2,3,4	
Total Contact Hours			45	

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)				End Semester Exam (50%)
		CLA-1 (10%)	Mid-1 (15%)	CLA-2 (10%)	Project (15%)	
Level 1	Remember	80%	40%	40%	100%	40%
	Understand					
Level 2	Apply	20%	60%	60%	-	60%
	Analyse					
Level 3	Evaluate	-	-	-	-	-
	Create					
Total		100%	100%	100%	100%	100%

Recommended Resources

- Pandey, I. M. (2022). Financial management. Pearson.
- Khan, M. Y. & Jain, P. K. (2018). Financial management. Tata McGraw Hill.
- Chandra, P. (2022). Financial management: Theory & practice. Tata McGraw Hill.
- FinancialManagementcourse. (n.d.). https://onlinecourses.swayam2.ac.in/cec20_mg05/preview

Business Research

Course Code	BBA 201	Course Category	Core				L	T	P	C
							3	0	0	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)						
Course Offering Department	Management	Professional / Licensing Standards								

Course Objectives / Course Learning Rationales (CLRs)

- Explain the fundamental principles in business research.
- Describe research design and instrument development.
- Illustrate the multifaceted aspects of data collection, preparation, and analysis

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Summarize research findings effectively.	2	70%	60%
Outcome 2	Use appropriate principles of business research in given business scenarios.	3	70%	60%
Outcome 3	Use research instruments for given research problems.	3	70%	60%
Outcome 4	Illustrate the skills of data collection, preparation, analysis, and interpret the results of business research.	4	65%	50%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	3	3	3	3	0	0	0	2	2	2	3	2	3	2
Outcome 2	3	3	3	3	0	0	0	2	2	2	3	2	3	2
Outcome 3	3	3	3	3	0	0	0	3	2	2	3	2	3	2
Outcome 4	3	3	3	3	0	0	0	3	3	3	3	2	3	2
Average	3	3	3	3	0	0	0	3	2	2	2	2	3	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Introduction	10		
	Definition and Significance of Business Research	2	1	1,2
	The research process	2	1	1,2
	Type of Research-Exploratory and Conclusive Research	2	1	1,2
	Cross-Sectional and Time-Series Research	2	1	1,2
Unit 2	Qualitative and Quantitative Research	2	1	1,2
	Research Design and Measurement	12		
	Definition of research design	1	2	2,3,5
	Types of Research Design- Exploratory and causal research design	2	2	2,3,5
	Experimental design	1	2	2,3,5
	Different types of experimental design	2	2	2,3,5
	Internal and external validity	1	2	2,3,5
	Variables in Research	1	2	2,3,5
	Measurement and scaling	1		2,3,5
Different scales in the Construction of instrument	2	2	2,3,5	
Unit 3	Validity and Reliability of Instruments.	1	2	2,3,5
	Data Collection	16		
	Types of Data	2	3	1,2,4
	Scaling-Primary v/s Secondary Data	1	3	1,2,4
	Methods of primary data collection –	2	3	1,2,4
	Survey Vs Observation –	2	3	1,2,4
	Experiments – Construction of questionnaire and instrument – Validation of questionnaire –	3	3	1,2,4
Unit 4	Sampling plan – Sample size – determinants optimal sample size –	2	3	1,2,4
	Sampling techniques – Probability Vs. Non– probability sampling methods.	4	3	1,2,4
	Data Collection	4		
	Pearson Correlation	1	3	3,4
	ANOVA	1	3	3,4
Unit 5	Simple Regression	1	3	3,4
	Multiple Regression	1	3	3,4
Unit 5	Project	3		
	Student presentations	3	4	-
Total Contact Hours			45	

Learning Assessment

Bloom's Level of Cognitive Task	Continuous Learning Assessments (50%)				End Semester Exam (50%)
	CLA-1 (10%)	CLA-1 (10%)	CLA-3 (15%)	Mid-Sem Exam (15%)	
Level 1	Remember	60%	40%	30%	70%
	Understand				
Level 2	Apply	40%	60%	70%	30%
	Analyse				
Level 3	Evaluate				
	Create				
Total		100%	100%	100%	100%

Recommended Resources

1. Zikmund, W. G. (2013). Business research methods. Cengage.
2. Malhotra, N. K. & Das, S. (2019). Marketing research: An applied orientation. Pearson Education.
3. Cooper, D. R., Schindler, P. S. & Sharma, J. K. (2013). Business research methods. Tata McGraw Hill.
4. Gupta, S. L. (2003). Marketing research. Excel.
5. Cavana, R., Delahaye, B., & Sekeran, U. (2001). Applied business research: Qualitative and quantitative methods: John Wiley & Sons.
6. <https://www.classcentral.com/course/swayam-business-research-methods-19811>

Human Resource Management

Course Code	BBA 202	Course Category	Core				L	T	P	C
							3	0	0	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)						
Course Offering Department	Management	Professional / Licensing Standards								

Course Objectives / Course Learning Rationales (CLRs)

1. Explain the concepts of HR Management.
2. Explain the fundamental concepts of human resources strategies required to select and develop human resources.
3. Describe various HR concepts with applications to make correct business decisions.
4. Teach HR Planning with business strategies

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Explain the relationship between HR strategies and overall organizational success.	1	65%	55%
Outcome 2	Describe how workforce utilization practices contribute to organizational strategy.	1	60%	50%
Outcome 3	Relate the impact of employee development on organizational competitiveness.	3	70%	60%
Outcome 4	Devise a comprehensive framework for strategically oriented compensation management.	4	60%	50%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	3	2	2	3	3	2	3	2	2	3	3	2	3	3
Outcome 2	3	2	2	3	3	2	3	2	2	3	3	2	3	3
Outcome 3	3	2	2	3	3	2	3	2	2	3	3	2	3	3
Outcome 4	3	2	3	3	3	2	3	2	2	3	3	3	3	3
Average	3	2	2	3	3	2	3	2	3	3	3	2	3	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	INTRODUCTION TO HUMAN RESOURCE MANAGEMENT	9		
	What is human resource management, and why is it important?	2	1	1,2,3
	HRM in Banks	1	1	1,2,3
	New approaches to organizing HR	2	1	1,2,3
	Human resource management strategy and analysis–	2	1	1,2,3
	Strategic role of human resource management-	2	1, 2	1, 2, 3
Unit 2	RECRUITING, SELECTING AND SOCIALIZING	9	1,2	1,2,3
	Introduction, Recruitment Policy,	2	1, 2	1,2,3
	Issues, sources of people,	3	1, 2	1,2,3
	selection process and tests,	2	1, 2	1,2,3
	Socialization, Internal Mobility,	1	1, 2	1,2,3
	Career Planning – Case Study Analysis,	1	1, 2	1,2,3
Unit 3	TRAINING AND DEVELOPMENT	9		1,2,3
	Training and developing employees	3	1, 2	1,2,3
	Overview of the training process	2	1, 2	1,2,3
	Managing organizational change programs	1	1, 2	1,2,3
	Training Methodology - Case Study Analysis	3	1, 2	1,2,3
Unit 4	PERFORMANCE AND COMPENSATION MANAGEMENT SYSTEM	9		1,2,3
	Definition, importance, objectives,	3	3	1,2,3
	components and methods of performance management system	3	3	1,2,3
	Principal compensation issue, job evaluation,	1	3	1,2,3
	Pay-structure, individual and group incentives – Case Study Analysis.	2	3	1,2,3
Unit 5	SOCIAL SECURITY AND LABOUR WELFARE	9		1,2,3
	Concept of Social Security and Industrial Relations,	3	4	1,2,3
	Workers Participation in Management Significance, and	3	4	1,2,3
	Various Social Security legislations in India – Case Study Analysis.	3	4	1,2,3
Total Contact Hours			45	

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)				End Semester Exam (50%)
		CLA-1 (10%)	Mid-1 (15%)	CLA-2 (10%)	Mid-2 (15%)	
Level 1	Remember	30%	70%	50%	70%	70%
	Understand					
Level 2	Apply	70%	30%	50%	30%	30%
	Analyse					
Level 3	Evaluate					
	Create					
Total		100%	100%	100%	100%	100%

Recommended Resources

1. Dessler, G. & Varkkey, B. (2020). Human resource management. Pearson Education.
2. Michael, M. C. (2008). Human resource management. Jaico Publishing House.
3. Ivancevich, J. M. & Konopaske (2013). Human resource management. McGraw Hill.
4. <https://www.coursera.org/specializations/human-resource-management>

Operations Management

Course Code	BBA 203	Course Category		L	T	P	C
				3	0	0	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)			
Course Offering Department	Management	Professional / Licensing Standards					

Course Objectives / Course Learning Rationales (CLRs)

1. Explain the fundamentals of operations management and various types of production systems.
2. Use various process analysis performance metrics, facility layouts, and location decisions.
3. Teach various types of demand forecasting, materials requirement planning, and inventory management techniques.
4. Illustrate the concepts of quality management, just-in-time, Six Sigma, and lean management.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	To explain the operations management. concepts.	1	80%	70%
Outcome 2	To describe various process and facility layouts.	1	65%	50%
Outcome 3	To interpret demands and calculate the optimal order quantity.	2	65%	50%
Outcome 4	To use critical concepts of quality management tools and techniques.	3	70%	60%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	3	2	2	3	2	1	1	2	1	1	3	2	2	1
Outcome 2	3	3	3	3	3	1	1	3	1	1	3	3	3	2
Outcome 3	3	2	2	2	2	1	1	3	1	1	3	2	2	1
Outcome 4	3	2	2	3	2	1	1	2	1	1	3	2	2	1
Average	3	3	3	3	3	1	1	3	1	1	3	3	3	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Overview of Operations Management (OM), Production systems, and Process Analysis	8		
	What is OM? Basics of OM and Why study OM?	1	1	1,2
	Interface with other management functions. What do operations managers do?	1	1	1,2
	Manufacturing and non-manufacturing operations	1	1	1
	Operations Strategy	1	1	1,2
	Production Systems and Types of Production Systems	2	1	1
	Process Analysis	2	3	1,2
Unit 2	Facility Location and Layout	8		
	What is the Facility Location? Why is it Important?	2	2	2
	Factors affecting facility location decisions and facility location exercises	2	2	2
	What is Facility Layout? Objectives and Advantages	2	2	1
	Basic types of layouts and exercises	2	2	1
Unit 3	Demand Forecasting and Inventory Management	10		
	What is demand forecasting? Examples and Applications, Importance of forecasting	2	3	1,2
	Types of forecasting techniques	2	3	1,2
	What is inventory and inventory management?	2	3	1,2
	Types of inventories	2	3	1,2
	Inventory control techniques	2	3	1,2
Unit 4	Material Management	12		
	Introduction to Material Requirements Planning (MRP)	2	3	1
	MRP Inputs and Outputs	3	3	1
	Applications of MRP	2	3	1
	Exercise on MRP Tabulation	5	3	1
Unit 5	Quality Management	7		
	What is Quality and Quality Management? Dimensions of Quality	3	4	1,2
	Six Sigma concepts, tools and techniques, and lean management	4	4	1,2
Total Contact Hours			45	

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)			End Semester Exam (50%)
		CLA-1 (10%)	CLA-2 (20%)	Mid-term (20%)	
Level 1	Remember	80%	50%	70%	40%
	Understand				
Level 2	Apply	20%	50%	30%	60%
	Analyse				
Level 3	Evaluate				
	Create				
Total		100%	100%	100%	100%

Recommended Resources

- Jacobs, F. R. & Chase, R. B. (2021). Operations and supply chain management. McGraw-Hill Education.
- Mahadevan, B. (2015). Operations management: Theory and practice, Pearson.
- <https://www.coursera.org/learn/wharton-operations>

Macroeconomics

Course Code	BBA 204	Course Category	Core	L	T	P	C
				3	0	0	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)			
Course Offering Department	Management	Professional / Licensing Standards					

Course Objectives / Course Learning Rationales (CLRs)

1. Describe the basic theoretical concepts and problems of Macroeconomics.
2. Explain the components and calculation of National Income
3. Describe the functions and working of the banking and insurance industries

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Define national income and describe the cause for changes in income and how national income is calculated.	1	80%	75%
Outcome 2	Relate employment theories to given real-world scenarios based on unemployment, investment, and consumption.	4	75%	70%
Outcome 3	Appraise the trade cycle and the cause of inflation and evaluate the measures taken to control inflation.	5	70%	60%
Outcome 4	Appraise the functioning of the stock market, banking, and insurance.	5	70%	60%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	3	2	2	1	2	-	-	-	-	-	2	-	-	-
Outcome 2	3	2	2	1	2	-	-	-	-	-	2	-	-	-
Outcome 3	3	2	2	1	2	-	-	-	-	-	2	-	-	-
Outcome 4	3	2	2	1	2	-	-	-	-	-	2	-	-	-
Average	3	2	2	1	2	-	-	-	-	-	2	-	-	-

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	NATIONAL INCOME	3		1
	Meaning, Definition, and importance of Macro Economics	1	1	
	National Income: Meaning, Definitions: National Income, GNP & NNP, GDP & NDP	1	1	
	Personal Income (PI), Disposable Income (Di), Per Capita Income (PCI), Real National Income (RNI).	1	1	
Unit 2	THEORIES OF EMPLOYMENT	6		1
	Classical theory of employment – Say’s law of markers – Keynesian theory of employment	2	2	
	Consumption function – APC, MPC, factors influencing consumption function	2	2	
	Investment function – MEC and Rate and Rate of Interest	2	2	
Unit 3	TRADE CYCLE AND INFLATION	9		1
	Trade cycles – Meaning and definition – Phases of a trade cycle	3	3	
	Inflation – Definition – Types of Inflation	3	3	
	Causes and effects of inflation – Measures to control inflation	3	3	
Unit 4	MONEY AND THEORIES OF MONEY	12		1
	Meaning, functions, and classification of Money– Gresham’s law	4	4	
	R.B.I. Classification of Money – M1, M2, M3, M4 Theories of Money	4	4	
	Fisher’s quantity theory of Money, Cambridge approach (Marshall, Pigou, Robertson, and Keynes)	4	4	
Unit 5	BANKING, STOCK MARKET AND INSURANCE	12		1
	Functions of Commercial banks	4	4	
	The process of credit creation	4	4	
	Concept of Non-Banking Finance Companies (NBFCs)	4	4	
Total Contact Hours			45	

Learning Assessment

Bloom’s Level of Cognitive Task		Continuous Learning Assessments (50%)				End Semester Exam (50%)
		CLA-1 (10%)	Mid-1 (15%)	CLA-2 (10%)	Project (15%)	
Level 1	Remember	80%	40%	50%	100%	50%
	Understand					
Level 2	Apply	20%	60%	50%		50%
	Analyse					
Level 3	Evaluate					
	Create					
Total		100%	100%	100%	100%	100%

Recommended Resources

1. Samuelson, P.A. (2021). Macroeconomics. Tata McGraw Hill.

Other Resources

1. <https://www.coursera.org/learn/microeconomics>

Business Communication II

Course Code	BBA 205	Course Category	Core				L	T	P	C
							3	0	0	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)						
Course Offering Department	Literature and Language	Professional / Licensing Standards								

Course Objectives / Course Learning Rationales (CLRs)

1. Explain the concept of business communication for leaders to be effective individually and as an organizational entity.
2. Teach a holistic approach to tackle multiple types of business communication, both written and oral.
3. Develop a framework to build practical business communication artifacts ranging from day-to-day communication to overall business strategy.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	To explain the foundations of communication.	1	90%	80%
Outcome 2	To identify communication frameworks and models.	1	80%	80%
Outcome 3	To use proficient written and oral communication skills.	3	70%	70%
Outcome 4	To use effective communication in business contexts.	3	60%	60%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2
Outcome 1	3	0	0	0	0	0	2	3	3	3	2	2	2
Outcome 2	3	0	1	0	0	0	2	3	3	3	0	0	2
Outcome 3	3	0	1	0	0	0	0	3	3	3	0	3	0
Outcome 4	3	0	2	0	0	0	0	3	3	3	2	3	0
Average	3	0	1	0	0	0	2	3	3	3	2	2	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	INTRODUCTION TO BUSINESS COMMUNICATION	10		
	Introduction to Business Communication	1	1	1,2
	Principles of effective communication	2	1	1,2
	Barriers of communication	1	1	1,2
	Social communication model	1	1,2	1,2
	Types of Communication	3	1,2	1,2
	Technology and Communication	1	1,2	1,2
	Ethical & Legal Issues in Business Communication	1	1,2	1,2
Unit 2	WRITTEN & VISUAL BUSINESS COMMUNICATION	7		
	Types of written business communication	2	3	1,2
	Planning business messages	2	3	1,2
	Writing business messages	1	3	1,2
	Visuals for presenting information	2	3	1,2
Unit 3	NUANCES OF WRITTEN COMMUNICATION	6		
	Brief messages	1	3	1,2
	Negative messages	1	3	1,2
	Persuasive messages	1	3	1,2
	Reports & Proposals	3	3	1,2
Unit 4	BUSINESS PRESENTATIONS	12		
	Business presentation milestones	3	2,4	1,2
	Effective presentations	4	2,4	1,2
	Types of business presentations	5	2,4	1,2
Unit 5	COMMUNICATION FOR INTERVIEWS AND EMPLOYMENT	10		
	Employers' perspective	3	4	1,2
	Candidates' perspective	3	4	1,2
	Interview	4	4	1,2
Total Contact Hours		45		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)			End Semester Exam (50%)
		CLA-1 (10%)	CLA-2 (20%)	Mid-term (20%)	
Level 1	Remember	80%	70%	50%	60%
	Understand				
Level 2	Apply	20%	30%	50%	40%
	Analyse				
Level 3	Evaluate				
	Create				
Total		100%	100%	100%	100%

Recommended Resources

1. Bovee, C. L., Thill, J. V., & Roshan, L. R. (2016). Business communication today. Pearson.
2. Pal, R. & Korlahalli, J. S. (2011). Essentials of business communication. Sultan Chand & Sons.
3. Thill, J. V. & Bovee, C. L. (2017). Excellence in business communication. Pearson.
4. Raman, M. & Singh, P. (2012). Business communication. Oxford.

Other Resources

1. <https://www.coursera.org/specializations/business-english>

Entrepreneurial Mindset-I

Course Code	BBA 206	Course Category	Core				L	T	P	C
							1	1	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)						
Course Offering Department	Management	Professional / Licensing Standards								

Course Objectives / Course Learning Rationales (CLRs)

- To develop a foundation in innovation and entrepreneurship among the students.
- To enhance analytical skills of students for practical application of their ideas.
- To make students proficient in designing solutions.
- To introduce students to different phases of entrepreneurship.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Describe and classify the basic concepts of Innovation and Entrepreneurship	2	90%	80%
Outcome 2	Discuss the concept of Design Thinking and prototyping	2	80%	70%
Outcome 3	Apply design thinking to generate innovative ideas and strategize implementation plan	3	65%	60%
Outcome 4	Prepare a business plan by assessing customer segment, market validation and product development	4	60%	60%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	3	1	1									2	3	2
Outcome 2	2	2	2		2		2					3	2	2
Outcome 3	1	3	3	2		1	3		3	3		3	3	2
Outcome 4	2	3	3	2			3	2	3	3	3	3		3
Average	2	2	3	2	1	1	1	2	1	2	2	3	3	3

Course Unitization Plan

Unit No.	Syllabus Topic	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Entrepreneurship & Inventions	5		
	Entrepreneurship and Types of Entrepreneurship	2	1	3,4
	Entrepreneurs and their Characteristics	1	1	3,4
	Innovation & its Types	2	1	1
Unit 2	Exploration & Summarizing Facts	3		
	Structured exploration and quantifying the data	2	3,4	3,4
	Analysing the data	1	3,4	3,4
Unit 3	Reflection, Synthesizing and ideating	3		
	Summarizing facts and designing a workable model	3	3,4	3,4
Unit 4	Prototyping	8		
	Definition and Basics of Prototyping	2	2,3,4	2
	Types and methods of Prototyping	4	2,3,4	2
	Innovations in prototyping	2	2,3,4	2
Unit 5	Concept Ideation & Design Thinking	8		
	Importance of Idea	1	3,4	1,2
	Idea Generation Techniques	1	3,4	1,2
	Validating the idea	1	3,4	1,2
	Definition and Basics of Design Thinking	2	2	5
	Stages of Design Thinking	3	2	5
Unit 6	Market Validation	5		
	Concept of Market Validation and its importance	2	3,4	3,4
	Customer survey	1	3,4	3,4,5
	Feedback and modifying the idea	2	3,4	3,4,5
Unit 7	Segmentation of the potential users/ customers	3		
	Customer segment and its types	2	4	3,4
	Understanding niche customer segment	1	4	3,4
	Reaching the real customers	1	4	3,4
Unit 8	Industry Validation	2		
	Industry validation and mentoring	2	3,4	3,4,5
Unit 9	Solution Design	8		
	Generate an Innovative Idea	3	3,4	1,2,5
	Develop a Business Plan	5	4	3,4
Total Contact Hours		45		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)			End Semester Exam (50%)
		CLA-1 (10%)	CLA-2 (20%)	CLA-3 (20%)	
Level 1	Remember	90%	50%	60%	40%
	Understand				
Level 2	Apply	10%	50%	40%	60%
	Analyse				
Level 3	Evaluate				
	Create				
Total		100%	100%	100%	100%

Recommended Resources

1. Recommended Resources
2. Larry Keeley Brian Quinn Ryan Pikkell. Ten types of innovation -the discipline of building breakthroughs, John Wiley& Sons, Inc; 2013
3. Eric Ries. The lean startup how constant innovation creates radically successful businesses, Penguin Books
4. Bruce R. Barringer, R. Duane Ireland. Entrepreneurship Successfully Launching New Ventures, Pearson; 2020
5. Robert D. Hasrich, Dean A. Shepherd, Michael P. Peters, Entrepreneurship, McGraw Hill, 2020
6. Siva Prasad N. Design Thinking : Techniques And Approaches, Ane Books, New Delhi; 2023
7. Entrepreneurship Development - course. (n.d.). https://onlinecourses.swayam2.ac.in/cec24_mg08/preview

Mind and Soul Training-I

Course Code	BBA 207	Course Category	Core				L	T	P	C
							0	0	1	1
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)						
Course Offering Department	Management	Professional / Licensing Standards								

Course Objectives / Course Learning Rationales (CLRs)

1. To create healthy mind and youthful soul.
2. To ensure holistic development of mind and soul.
3. To be able to manage stress and attain a perfect balance in mind and soul.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	To discuss psychology of mind	2	75	75
Outcome 2	To demonstrate holistic thinking and living	3	70	70
Outcome 3	To manage stress and attain peace of mind with Yoga	3	75	75

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1			2				2	2	1	2	3	2	2	1
Outcome 2			2							2	3	1	1	1
Outcome 3			2						1	3	3	1	1	1
Average			2						1	2	3	2	1	1

Course Unitization Plan

Session No.	Session Name	Required Contact Hours	CLOs Addressed	References Used
Session 1	Concept and Definition of Psychology, Roots of Psychology, Key Perspectives in Psychology –Behavioural, Cognitive, Humanistic, Psychodynamic, Socio-cultural; States of Mind- Nature of Consciousness, Extended States of Consciousness	2	1	1
Session 2	Defining Holistic Development, Importance of Holistic Development, Key Elements of Holistic Development- Cognitive, Language, Socio-Emotional, Physical; Personality, Various Personality Types, and Gain Insights into Own Personality Type.	2	2	2,3
Session 3	Emotional Intelligence, Self-Motivation and Improvement, Time Management, Stress Management	1	3	2,3
Session 4	Asanas, Pranayama, Mudras, and Bandhas; Kriyas, Meditation Technique, Yoga Therapy	11	4	4,5
Total Contact Hours		16		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)			End Semester Exam (50%)
		Assignments (20%)	Record / Observation Note (10%)	Viva + Model (20%)	
Level 1	Remember	70%	60%	80%	70%
	Understand				
Level 2	Apply	30%	40%	20%	30%
	Analyse				
Level 3	Evaluate	0%	0%	0%	0%
	Create				
Total		100%	100%	100%	100%

Recommended Resources

1. Baron, R. A. (2002). Psychology (5th Edition), New Delhi: Pearson Education.
2. Barun K Mitra. Personality Development and Soft Skills: Oxford University Press
3. Wallace and Masters. Personality Development for Life and Work: Cengage Learning
4. Yoga Philosophy of Patanjali. Swami Hariharananda Aranya, University of Calcutta Press, Calcutta
5. Raja Yoga - Swami Vivekananda - Ramakrishna Ashrama Publications

Other Resources

Course Designers

Event Conducting and Committee Work - I

Course Code	BBA 208	Course Category				
			L	T	P	C
			0	0	2	2
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

- To provide an opportunity to experience a real time work setting where they have clearly defined targets and timelines.
- To improve the critical problem solving and decision-making skills for the budding managers
- To develop interpersonal skills required to excel in their chosen career path.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Expose the students to experience a real time work setting where they have clearly defined targets and timelines	2	75%	70%
Outcome 2	Impart relevant functional skills to the students to solving critical problem and decision-making skills for the budding managers	3	80%	75%
Outcome 3	Expose students to develop interpersonal skills required to excel in their chosen career path	4	90%	80%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	3	3	3	2	3	-	3	3	2	3	3	2	3	3
Outcome 2	3	3	3	3	3	-	3	3	2	3	3	2	3	3
Outcome 3	2	3	3	3	3	-	3	3	2	2	3	2	3	3
Average	3	3	3	3	2	-	3	3	2	3	3	2	3	3

Learning Assessment- Practical

Bloom's Level of Cognitive Task		Continuous Learning Assessments (70%)		End Semester Exam (30%)
		Participation (40%)	Review (30%)	
Level 1	Remember	60%	60%	40%
	Understand			
Level 2	Apply	40%	40%	40%
	Analyse			
Level 3	Evaluate			20%
	Create			
Total		100%	100%	100%

Recommended Resources

Other Resources

Course Designers

Design Thinking

Course Code	AEC 131	Course Category	AEC				L	T	P	C
							1	0	1	2
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)						
Course Offering Department	Management	Professional / Licensing Standards								

Course Objectives / Course Learning Rationales (CLRs)

1. Explain the principles of design thinking.
2. Use design thinking principles to solve problems

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Explain the concepts and importance of design thinking.	2	85%	90%
Outcome 2	Use the process and stages of design thinking.	3	85%	90%
Outcome 3	Solve a given problem using design thinking principles.	3	75%	65%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	3	1	1	3	0	0	0	1	1	1	1			
Outcome 2	3	1	2	3	0	0	0	2	1	1	2			
Outcome 3	3	3	3	3	0	0	0	1	1	3	3			
Average	3	2	2	3	0	0	0	1	1	2	2			

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Incubation and understanding			1,2
	Understanding of Design Thinking & its Importance	4	1	1,2
	Importance of Design Thinking	3	1	1,2
	Pillars of Design Thinking	3	1	1,2
Unit 2	Process - Understanding the Stages of Design Thinking			
	Stage 1- Empathy	2	2	1,2
	Stage 2 - Define	2		1,2
	Stage 3 - Ideate	2		1,2
	Stage 4 - Prototype	2	2	1,2
	Stage 5 - Test & implement	2	2	1,2
Unit 3	Application			
	Project Work	7	3	1,2
	Viva	3	3	1,2
Total Contact Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (100%)	
		CLA-1 (50%)	CLA-2 (50%)
Level 1	Remember	50%	40%
	Understand		
Level 2	Apply	50%	60%
	Analyse		
Level 3	Evaluate		
	Create		
Total		100%	100%

Recommended Resources

1. Foster, M. K. (2021). Design thinking: A creative approach to problem solving. Management Teaching Review, 6(2), 123-140. HBS – Online – Design Thinking & Innovation – course material
2. Case studies
3. Cross, Nigel. (2011). Design Thinking: Understanding How Designers Think and Work. 10.5040/9781474293884.
4. Lockwood, T. (2010). Design thinking: Integrating innovation, customer experience, and brand value. Simon and Schuster.

Other Resources

1. Thinking and Innovation - course. (n.d.). https://onlinecourses.swayam2.ac.in/aic23_ge17/preview

Entrepreneurial Mindset II

Course Code	SEC 131	Course Category	SEC			
			L	T	P	C
			1	0	1	2
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. Foster creativity and innovation skills to generate entrepreneurial solutions effectively.
2. Cultivate risk management strategies and resilience for navigating entrepreneurial challenges.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Explain the significance of entrepreneurship and assess inherent traits and skills essential for entrepreneurial success and family Business	2	80%	80%
Outcome 2	Explain potential challenges and reasons for failure in entrepreneurial ventures	2	80%	80%
Outcome 3	Use strategic thinking frameworks for analyzing opportunities and creating startup strategies.	3	70%	70%
Outcome 4	Relate various business models, and differentiate between different types of entrepreneurship	3	70%	70%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	3	-	-	-	-	-	-	-	-	-	-	-	-	-
Outcome 2	3	-	-	2	-	-	-	-	2	2	-	-	-	
Outcome 3	3	2	2	3	2	2	2	1	2	3	-	-	-	
Outcome 4	3	2	2	2	2	1	2	2	1	2	3	-	-	-
Average	3	1	1	1.7	1	0.25	1	1	0.5	1.5	2	-	-	-

Course Unitization Plan

Unit No.	Syllabus Topics	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Introduction	4		
	Significance of Entrepreneurship	1	1	1,2
	Inherent Traits and Skills required to be possessed by a Potential Entrepreneur	1	1	1,2
	Taxonomy of Entrepreneurship: Types of Entrepreneurs, Distinction between Entrepreneurs and Intrapreneurs	2	1	1,2
Unit 2	Entrepreneurial Opportunity	6		
	Opportunities and Challenges (Pros and Cons) of Entrepreneurship	2	2,3	1,2
	Reasons for Failure of Entrepreneurial Ventures	2	2,3	1,2
	Exploring Entrepreneurial Opportunities	2	2,3	1,2
Unit 3	Entrepreneurial Strategy	5		
	Ideation and idea testing	2	2,3	1,2
	Starting up Strategy: Five-Question Framework and Porter's Five Forces	2	2	1,2
	Entrepreneurial Support	1	2	1,2
Unit 4	Business Model	10		
	Understanding Business Models	2	4	1,2
	Preparing a Business Plan	5	4	1,2
	Basics of Startup finance	3	4	1,2
Unit 5	Family Business	5		
	Introduction to Family Business	2	1	3
	Entrepreneurship in Family Business	3	1	3
Total Contact Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task	Continuous Learning Assessments (50%)			End Semester Exam (50%)
	CLA-1 (15%)	CLA-2 (15%)	CLA-3 (20%)	
Level 1	80%	70%	70%	60%
Remember Understand				
Level 2	20%	30%	30%	40%
Apply Analyse				
Level 3				
Evaluate Create				
Total	100%	100%	100%	100%

Recommended Resources

1. Recommended Resources
2. Entrepreneurship, Rajeev Roy, Oxford University Press
3. Entrepreneurship: A Small Business Approach, Charles E. Bramford & Garry D. Bruton, McGraw Hill Education
4. Entrepreneurship Development - course. (n.d.). https://onlinecourses.swayam2.ac.in/cec24_mg08/preview

IT Applications in Management

Course Code	SEC 132	Course Category	SEC				L	T	P	C
							1	0	1	2
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)						
Course Offering Department	Management	Professional / Licensing Standards								

Course Objectives / Course Learning Rationales (CLRs)

- Describe the role of IT applications in management.
- Explain the importance of data in decision making.
- Use decision support tools for decision making.
- Illustrate data processing through spreadsheet.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Explain the importance of IT applications in management.	1	80%	70%
Outcome 2	Describe tools and techniques to effectively process data.	1	75%	70%
Outcome 3	Use decision support tools for decision making.	3	75%	70%
Outcome 4	Illustrate the importance of system and data security.	4	85%	75%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	3	2	3	2	3	1	1	3	2	2	2			
Outcome 2	3	2	3	2	3	0	2	3	1	2	2			
Outcome 3	3	3	3	2	2	0	1	3	2	3	2			
Outcome 4	3	3	3	2	3	1	3	3	2	3	2			
Average	3.0	2.5	3.0	2.0	2.8	0.5	1.8	3.0	1.8	2.5	2.0			

Course Unitization Plan- Theory

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Overview of IT & its applications in Management			
	Introduction to IT Applications in management, Impact of Information Technology, Application of Business information & Information Resource Management (IRM), Information systems and its types.	4	1, 2	1 &2
	MIS & its Structures, Major types of MIS Reports, MIS Implementation.	5		
Unit 2	IT Governance & Security		4	1 &2
	Malwares & its types, Disaster recovery & Business continuity planning	3		
	Business Process reengineering and fault tolerant systems.	3		
Total Contact Hours			15	

Course Unitization Plan- Lab

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 3	Business Intelligence & Data visualization			
	MS Excel & its benefits, Data Cleaning, Data formatting	2	1, 2	3
	Pivot Table, Slicers, Case study: Quick loans to un bankable in Kenya	2		
Unit 4	Introduction to Decision Support System			
	Introduction to Decision Support System, Decision Support Chart - Pareto Chart & Gantt Chart.	2	3	3
	Decision Support tool – Goal Seek, One way Data Table, Two-way Data Table, Absolute cell reference.	3		
Unit 5	Collaboration & office management IT tools			
	Mail merge function & Basics of PowerPoint	2	2, 3	1 &2
	Functions of google forms	2		
	Google sheets and Google docs	2		
Total Contact Hours			15	

Learning Assessment- Theory

Bloom's Level of Cognitive Task		Continuous Learning Assessments (25%)		
		CLA-1 (5%)	Mid-1 (10%)	CLA-2 (10%)
Level 1	Remember	80%	80%	80%
	Understand			
Level 2	Apply	20%	20%	20%
	Analyse			
Level 3	Evaluate			
	Create			
Total		100%	100%	100%

Learning Assessment- Lab

Bloom's Level of Cognitive Task		Continuous Learning Assessments (25%)		End Semester Exam (50%)
		CLA-3 (10%)	Mid-1 (15%)	
Level 1	Remember	20%	20%	20%
	Understand			
Level 2	Apply	80%	80%	80%
	Analyse			
Level 3	Evaluate			
	Create			
Total		100%	100%	100%

Recommended Resources

1. Sadagopan, S. (2014). Management information systems. PHI Learning Pvt. Ltd..
2. Laudon, K. C., & Laudon, J. P. (2004). Management information systems: Managing the digital firm. Pearson Educación.
3. Winston, W. L. (2004). Data Analysis and Business Modeling with Microsoft Excel. Microsoft Press.

Other Resources

1. Computer Applications in Business - course. (n.d). https://onlinecourses.swayam2.ac.in/cec24_cs18/preview

Business and Industrial Laws

Course Code	FIC 133	Course Category	FIC	L	T	P	C
				2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)			
Course Offering Department	Management	Professional / Licensing Standards					

Course Objectives / Course Learning Rationales (CLRs)

1. Describe the basic business and labour laws prevalent in India.
2. Interpret the provisions of law in the context of the business situations.
3. Appraise the legal environment in which business, employees and consumers operate.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Explain the business law principles to given scenarios.	1	55%	45%
Outcome 2	Describe the industrial law principles to given scenarios.	1	60%	50%
Outcome 3	Interpret the provisions of the Partnership Act and LLP.	2	60%	50%
Outcome 4	Use critical thinking through case laws.	3	40%	45%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	3	2	2	1	0	0	3	3	3	2	2			
Outcome 2	2	2	1	0	0	2	3	0	0	2	2			
Outcome 3	2	2	3	3	0	0	2	3	3	2	2			
Outcome 4	3	3	3	3	2	0	3	3	3	3	2			
Average	2.5	2.3	2.3	1.8	0.5	0.5	2.8	2.3	2.3	2.3	2.0			

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1-A	Provisions of Indian Contract Act			
	Nature and types of contracts	2	1,4	1
	Offer and acceptance, Consideration Capacity to Contract, Free Consent, Legality of Object and Consideration, Void agreements	1	1,4	1
	Contingent contract, Performance of contract, Discharge of contract, Quasi-contract.	6	1,4	1
I -B	Contract of Indemnity, Contract of Guarantee, Contract of Bailment, Contract of Pledge.	4	1,4	1
	Sale of Goods Act, 1930			
Unit 2 -A	Essential conditions of a contract of sale, transfer of ownership, conditions and warranties, performance of the contract of the sale, rights of unpaid seller, Doctrine of Caveat Emptor.	8	1,4	1
	Negotiable Instrument Act, 1881			
2-B	Nature of Negotiable Instruments, Promissory note.	1.5	1	1
	Bill of Exchange, Cheque, Parties to a negotiable instrument, Dishonour and discharge of negotiable Instrument.	3.5	1,4	1
3-B	Consumer Protection Act, 1986			1
	Objects of the Act, Consumer rights and responsibilities, Consumer disputes redressal forum, manner in which complaint shall be made.	2.5	1,4	1
Unit 3-A	Provisions of Industrial Dispute Act, 1947			
	Meaning of industrial disputes, Forms of industrial disputes, Causes of industrial disputes, Prevention of industrial disputes, Procedure for settlement of industrial disputes.	2.5	2	2
3-B	Provisions Relating to Health, Safety and Welfare in Factories Act, 1948			
	Section 11 to section 20; Section 21 to 41; Section 42 to 50; Provisions relating to health of workers, Provisions relating to safety workers, Provisions relating to welfare of workers.	6	2	1,2
3-C	Social Security Code 2020	1	2	2
Unit 4	Provisions of the Partnership Act, 1932			
	Nature of partnership, rights and liabilities of partners, formation, reconstitution, and dissolution of firms.	5	3	1
4-B	Provisions relating to Limited Liability Partnership Act, 2008			
	Concept, formation, membership, functioning, dissolution.	2	3	1
Total Contact Hours			45	

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)				End Semester Exam (50%)
		CLA-1 (10%)	Midterm (20%)	CLA-2 (10%)	Practical (10%)	
Level 1	Remember	60%	70%	60%	60%	30%
	Understand					
Level 2	Apply	40%	30%	40%	40%	70%
	Analyse					
Level 3	Evaluate	-				
	Create					
Total		100%	100%	100%	100%	100%

Recommended Resources

1. Kapoor, N. D. (2013). Elements of Mercantile Law. Sultan Chand & Co.
2. Sharma, R. C. (2016). Industrial relations and labour legislation. PHI Learning Pvt.Ltd..

Other Resources

1. Labour Welfare and Industrial Relations - Course. (n.d.). https://onlinecourses.nptel.ac.in/noc24_mg104/preview
2. Case Laws

Selling and Negotiation Skills

Course Code	BBA 209	Course Category	Core				L	T	P	C
							2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)						
Course Offering Department	Management	Professional / Licensing Standards								

Course Objectives / Course Learning Rationales (CLRs)

- Define the concept of sales management and related terms.
- Classify personal selling and sales force management.
- Compare negotiation in the context of selling.
- Design negotiation skills based on different selling scenarios

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Define the concepts of sales management and selling.	1	70%	60%
Outcome 2	Describe various theories and related terms to salesmanship.	1	60%	55%
Outcome 3	Solve negotiation issues in selling.	3	60%	55%
Outcome 4	Use negotiation skills for effective selling.	3	70%	60%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	2	2	3	2	1	1	2	2	1	1	2	3	3	3
Outcome 2	3	2	2	2	1	1	2	2	2	2	2	3	2	3
Outcome 3	3	3	3	2	1	1	2	3	2	3	3	3	2	3
Outcome 4	3	3	2	2	1	1	2	2	2	2	3	3	3	3
Average	2.75	2.5	2.5	2	1	1	2	2.25	1.75	2	2.5	3	2	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	INTRODUCTION TO SALES MANAGEMENT & SELLING	9		
	Concept of sales management; Personal selling, Importance of personal selling role;	5	1, 2	1,2
	Skills of modern sales managers, emerging trend in sales management.	4	1, 2	1,2
Unit 2	PERSONAL SELLING, AND SALESMANSHIP	9		
	Buyer-seller dyads, personal selling situations, AIDAS Theory of personal selling	4	1,2	1,2
	Process of selling - Setting personal selling objectives, types of personal selling objectives; retail vs. B2B selling; managing sales territories.	5	1,2	1,2
Unit 3	FUNDAMENTAL OF BUSINESS NEGOTIATION	9		
	Interconnection of selling and negotiation; Hagging, bargaining, mediation, conciliation, arbitration, negotiation	3	3,4	3,4,5
	Negotiation Process: stages of business negotiation. Key rules of negotiation in business,	3	3,4	3,4,5
	Distributive negotiation and integrative negotiation, Pre-Negotiation Planning.	3	3,4	3,4,5
Unit 4	NEGOTIATION TOOLS & TACTICS	9		
	Communication and Persuasion in Negotiation, Common Negotiation Techniques and Ploys,	5	3,4	3,4,5
	Countering Negative Tactics and Techniques for Closing Negotiations.	4	3,4	3,4,5
Unit 5	STRATEGIES OF NEGOTIATION	9		
	Breakthrough strategies of negotiation in sales and HR function:	4	3,4	4,5
	Difficult scenarios of reaction, argument, rejection, push and escalation.	5	3,4	4,5
Total Contact Hours			45	

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (10%)		Mid-1 (15%)		CLA-2 (10%)		Mid-2 (15%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	20%	20%	30%	30%	30%	30%	25%	25%	25%	25%
	Understand										
Level 2	Apply	30%	30%	20%	20%	20%	20%	25%	25%	25%	25%
	Analyse										
Level 3	Evaluate										
	Create										
Total		50%	50%	50%	50%	50%	50%	50%	50%	50%	50%

Recommended Resources

- Panda, T. K., & Sahadev, S. (2019). Sales and distribution management. Oxford University Press.
- Choudhury, R. G. (Ed.). (2019). Sales and Distribution Management for Organizational Growth. IGI Global.
- Franke, V., & Dorff, R. H. (Eds.). (2013). Conflict Management and Peacebuilding: Pillars of a New American Grand Strategy. Strategic Studies Institute and US Army War College Press.
- Lax, D. A., & Sebenius, J. K. (2006). 3-D negotiation: Powerful tools to change the game in your most important deals. Harvard Business Press.
- Negotiation for Entrepreneurship: Vimal Babu and Robert Hisrich

Other Resources

- Business negotiations - course. (n.d.). https://onlinecourses.swayam2.ac.in/imb24_mg110/preview

Principles of Management

Course Code	BBA 210	Course Category	Core	L	T	P	C
				2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)			
Course Offering Department	Management	Professional / Licensing Standards					

Course Objectives / Course Learning Rationales (CLRs)

1. Explain evolution of management.
2. Recognize the effective implementation of core management functions.
3. Connect and solve organizational case studies.
4. Appraise leadership and motivation in organizational contexts.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Explain the historical development and grassroots of management.	1	80%	75%
Outcome 2	Use management principles, theories, and concepts to given real-world scenarios and organizational contexts.	3	70%	60%
Outcome 3	Use critical thinking skills by identifying key issues, evaluating alternatives, and proposing effective solutions within organizational management.	3	80%	75%
Outcome 4	Appraise given business settings based on motivation and leadership theories.	5	60%	55%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	3	1	1	2	3	1	3	3	3	3	3	3	1	2
Outcome 2	3	3	3	3	3	2	3	3	3	3	3	3	3	2
Outcome 3	3	3	3	3	3	1	3	3	3	3	3	3	2	2
Outcome 4	3	3	3	3	3	2	3	3	3	3	3	3	3	2
Average	3	2.5	2.5	2.75	3	1.5	3	3	3	3	3	3	2	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Unravelling the Evolution of Management	9	1,2	1,3
	Meaning, importance, and functions of management.	3	1	
	Levels of Management, Roles of the manager, Management- A science or an art.	3	1,2	
	Development of management school-Classical, neo-classical, and modern approaches.	3	1	
Unit 2	Navigating Success: The Art of Planning and Decision-Making	9	2,3	
	Concept of planning- Nature, importance, process, types.	3	2	
	Decision making-meaning, types of decisions, and difficulties in decision-making.	3	2,3	
	Social responsibility of business.	3	2	
Unit 3	Power in Motion: Mastering Organizing, Authority, Delegation, and Decentralization	9	2,3,	1,3
	Organising-concept, process, principles.	3	2	
	Departmentalization, structure, delegation- meaning, advantages, barriers.	3	2,3	
	Sources of authority, Decentralization- meaning, the distinction between delegation and decentralization, empowerment.	3	2	
Unit 4	Harmony in Action: Unleashing the Force of Coordination, Directing, and Motivation!	9	2,3,4	3,2
	Need for coordination, requisites for effective coordination, types of coordination.	3	2	
	Directing: requirements of effective direction.	3	2	
	Motivation and its theories	3	3,4	
Unit 5	Synergy of Success: Staffing, Leadership, and Managerial Control Unleashed!	9	3,4	2,5
	Need for staffing, recruitment, selection, placement, transfer, induction.	3	2	
	Theories of leadership: Trait theory, Behavioural theory, Contingency theory, Fielder model, Servant leadership.	4	2,3,4	
	Need for a corrective system.	2	2,3	
Total Contact Hours			45	

Learning Assessment

Bloom's Level of Cognitive Task	Continuous Learning Assessments (50%)				End Semester Exam (50%)	
	CLA-1 (10%)	Mid-1 (15%)	CLA-2 (10%)	Project (15%)		
Level 1	Remember	80%	30%	40%	100%	40%
	Understand					
Level 2	Apply	20%	60%	50%	-	50%
	Analyse					
Level 3	Evaluate	-	10%	10%	-	10%
	Create					
Total		100%	100%	100%	100%	100%

Recommended Resources

- DuBrin, A. J. (2012). Essentials of management. South-Western.
- Aquinas, P. G. (2006). Organizational behaviour: Concepts, realities, applications and challenges.
- Hill, C. W., & McShane, S. L. (2008). Principles of management (pp. 404-20). New York, NY: McGraw-Hill/Irwin.
- Great Ideas in Management by Parkinson- Vision Books.
- Shubha Prakashana. Chhabra, T. N. (2008). Principles and Practice of Management (6th ed.).
- Koontz, H., & Weihrich, H. (2015). Principles of management - Essentials of Management (10th ed.). Tata McGraw Hill.

Other Resources

- https://onlinecourses.swyam2.ac.in/ini24_mg01/preview

Decision Science and Business Analytics

Course Code	BBA 211	Course Category	Core				L	T	P	C
							2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)						
Course Offering Department	Management	Professional / Licensing Standards								

Course Objectives / Course Learning Rationales (CLRs)

1. Explain the concepts of Data Analytics.
2. Use the concepts through hands on sessions.
3. Teach the application of Data Analytics.
4. Illustrate the application and usage of Excel

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Explain the analytics concepts such as mean, covariance, and quantile.	1	80	65
Outcome 2	Interpret data using standard statistical software- Excel.	2	75	65
Outcome 3	Use data inferences to answer descriptive, predictive, and prescriptive questions relevant to marketing managers.	3	70	60
Outcome 4	Use standard statistical software to graphically represent data and inferences, and evaluate alternative presentation strategies.	3	80	70

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)											PSO 1	PSO 2	PSO 3
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning			
Outcome 1	2	3	2	2	3	1	1	2	2	1	1	2	2	3
Outcome 2	2	3	3	2	3	1	1	2	2	1	2	3	2	3
Outcome 3	2	3	2	2	3	1	1	3	2	1	2	3	2	3
Outcome 4	2	3	3	2	3	1	1	2	2	1	2	3	2	3
Average	2	3	2.5	2	3	1	1	2.25	2	1	1.75	3	2	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	OVERVIEW OF BUSINESS ANALYTICS	10	1	1
	Introduction to Analytics	5		
	Davenport article	3		
	Competing on Analytics	2		
Unit 2	Introduction to excel	10	2	2
	Excel formulas & Functions-Conditional	5		
	Mathematical-Lookup-Find&search-Reference	3		
	Importance of data quality - Dealing with missing or incomplete data	2		
Unit 3	Data visualization in Excel	10	3	2
	Scatter plots, Histograms, Normal distribution	2		
	Conditional formatting	2		
	Pivot tables	2		
	Pivot charts, Power Pivot	2		
	Normal distribution	2		
Unit 4	Introduction to statistics using Excel	10	3	2
	Data Analytics add-ins	2		
	Descriptive statistics	2		
	Inferential statistics	3		
	Correlation &Regression analysis	3		
Unit 5	Introduction to Data Mining	5	4	3
	Use cases on projects	5		
Total Contact Hours			45	

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)				End Semester Exam (50%)
		CLA-1 (10%)	Mid-1 (15%)	CLA-2 (10%)	Mid-2 (15%)	
Level 1	Remember	60%	40%	40%	30%	40%
	Understand					
Level 2	Apply	40%	60%	60%	70%	60%
	Analyse					
Level 3	Evaluate					
	Create					
Total		100%	100%	100%	100%	100%

Recommended Resources

1. Provost, F., & Fawcett, T. Data Science for Business.
2. Shmueli, G., Patel, N. R., & Bruce, P. C. (2011). Data mining for business intelligence: Concepts, techniques, and applications in Microsoft Office Excel with XLMiner. John Wiley and Sons.
3. Albright, S. C., Winston, W. L., Zappe, C. J., & Broadie, M. N. (2011). Data analysis and decision making (Vol. 577). South-Western/Cengage Learning.

Other Resources

1. BusinessAnalytics & Data Mining Modeling using R Part II - Course. (n.d). https://onlinecourses.nptel.ac.in/noc24_mg70/preview

Research Study-I

Course Code	BBA 212	Course Category	RDIP				L	T	P	C
							1	0	2	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)						
Course Offering Department	Management	Professional / Licensing Standards								

Course Objectives / Course Learning Rationales (CLRs)

1. Teach how to do research.
2. Develop the ability to publish a paper and understand the nuances involved

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Identify a topic for research.	1	60%	75%
Outcome 2	Use research concepts in the literature review.	3	85%	95%
Outcome 3	Illustrate gaps in the literature.	4	60%	60%
Outcome 4	Write sections of the research paper.	6	40%	40%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	2	2	3	2	2	1	2	3	1	2	3	2	1	3
Outcome 2	3	3	3	3	2	1	2	3	1	2	3	3	3	2
Outcome 3	2	3	3	3	1	1	1	2	1	1	2	3	2	1
Outcome 4	1	1	3	2	1	1	1	3	3	3	3	3	3	2
Average	2	2.25	3	2.5	1.5	1	1.5	2.75	1.5	2	2.75	3	2	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Importance of Research and Topic Identification	6	1,2,3	1-8
	Importance of Research	3		
	Identifying topics in Marketing, Finance, OB/HR	3		
Unit 2	Doing a Literature Review and Identifying Gaps	4	2,3,4	
	Searching on various e-databases	2		
	Summarizing the Literature and Identifying Gaps	2		
Unit 3	Writing Well	3		
Total Contact Hours			45	

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (60%)	End Semester Exam (40%)
Level 1	Remember	30%	30%
	Understand		
Level 2	Apply	50%	50%
	Analyse		
Level 3	Evaluate	20%	20%
	Create		
Total		100%	100%

Recommended Resources

1. Janet H. Marler & John W. Boudreau (2016): An evidence-based review of HR Analytics, The International Journal of Human Resource Management, DOI: 10.1080/09585192.2016.1244699
2. Alessandro Margherita, Human Resource Management Review, <https://doi.org/10.1016/j.hrmmr.2020.100795>
3. Doing Well by Doing Good: A Systematic Review and Research Agenda for Sustainable Investment by Gaurav Talan * and Gagan Deep Sharma (2019)
4. The burgeoning field of sustainable investment: Past, present and future by Marzhan Beisenbina | Laura Fabregat-Aibar | Maria-Glòria Barberà-Mariné | Maria-Teresa Sorrosal-Forradellas (2022)
5. Affect regulation and consumer behavior by Charlene Y. Chen & Michel Tuan Pham(2018)
6. The links of subjective and psychological well-being with the Dark Triad traits: A meta-analysis by Ana Blasco-Belled ,Claudia Tejada-Gallardo, Carles Alsinet, Radosław Rogoza,DOI: 10.1111/jopy.12853
7. Patitsa, C. D., Sotiropoulou, K., Giannakouli, V., Tsaknis, P. A., & Sahinidis, A. G. (2023). The relationship between personality, wellbeing, and gratitude in teleworking. Corporate & Business Strategy Review, 4(4), 98–107. <https://doi.org/10.22495/cbsrv4i4art10>
8. Amanda Allisey , John Rodwell & Andrew Noblet (2012) Personality and the effort-reward imbalance model of stress: Individual differences in reward sensitivity, Work & Stress: An International Journal of Work, Health & Organisations, 26:3, 230-251

Other Resources

1. EBSCO e-database, Scopus database, Google Scholar and other databases available in the University
2. MCO-03: Research Methodology and Statistical Analysis - course. (n.d.). https://onlinecourses.swayam2.ac.in/nou24_cm17/preview

Skills of Auditing and Internal Control

Course Code	SEC 112	Course Category	SEC			
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. Describe the fundamental principles, practices, and techniques involved in Internal audit and controls.
2. Illustrate the process of documentation with completeness and accuracy.
3. Teach the mechanism of internal control to contribute towards effective governance and risk mitigation.
4. Appraise systems and processes in place to secure the company data.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Explain the documentation requirements in depth.	1	60%	75%
Outcome 2	Use the critical thinking skill.	3	60%	60%
Outcome 3	Use the audit and control techniques in the computerised environment	3	60%	70%
Outcome 4	Use the skills to create an internal control system for a given process	3	50%	75%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	3	2	3	2	2	0	2	1	3	2	3	2	3	1
Outcome 2	3	2	2	3	0	0	2	0	3	2	2	2	3	1
Outcome 3	3	0	2	3	0	3	3	2	3	2	2	2	3	1
Outcome 4	0	2	2	3	0	3	3	1	2	3	3	2	3	1
Average	2.25	1.5	2.25	2.75	0.5	1.5	2.5	1	2.75	2.25	2.5	2	3	1

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
I	Introduction to auditing, types of audits, errors, and frauds	6	1	1
	Vouching and documentation	5	1, 2	1,2
	Verification and documentation	5	1,2	1.2
II	Internal controls and internal check	10	2, 3	1,2
III	Internal Audit and documentation	10	2, 3	1,2
IV	Audit under computerised environment	9	4	3
	Total Contact Hours		45	

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)			End Semester Exam (50%)
		CLA-1 20%	CLA-2 20%	CLA-3 10%	
Level 1	Remember	60%	60%	60%	70%
	Understand				
Level 2	Apply	40%	40%	40%	30%
	Analyse				
Level 3	Evaluate				
	Create				
Total		100%	100%	100%	100%

Recommended Resources

1. Auditing – Principles & Techniques, S.K Basu, Pearson Education India.
2. Principles and Practices of Auditing, Dinkar Pagare, Sultan Chand & Sons.
3. Handbook on Internal Auditing, Kamal Garg, Bharat Publication

Other Resources

1. <https://www.coursera.org/courses?query=audit>

Employability and Practitioner Skills-I

Course Code	SEC 113	Course Category	SEC		L	T	P	C
					1	0	1	2
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)				
Course Offering Department	Management	Professional / Licensing Standards						

Course Objectives / Course Learning Rationales (CLRs)

- Explain the technical expertise relevant to the chosen profession or industry.
- Recognize problem-solving abilities and critical thinking.
- Teach adaptability, teamwork, and a strong work ethic for success in the workplace.
- Develop effective communication and interpersonal skills..

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Relate technical knowledge in practical scenarios and simulations.	3	75%	70%
Outcome 2	Use effective communication strategies in written and oral communication tasks.	3	65%	60%
Outcome 3	Illustrate the characteristics of effective teamwork.	4	70%	60%
Outcome 4	Develop communication plans tailored to specific professional contexts.	6	70%	60%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	3	2	2	1	3	2	3	3	3	3	1	2	3	3
Outcome 2	3	2	2	1	3	2	3	3	3	3	1	2	3	3
Outcome 3	3	2	2	1	3	2	3	3	3	3	1	2	3	3
Outcome 4	3	2	3	1	3	2	3	3	3	3	1	3	3	3
Average	3	2	2.25	1	3	2	3	3	3	3	1	2.25	3	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	PERSONALITY DEVELOPMENT	6	2	3
	Grooming and Personal Hygiene	2		
	Body Language	1		
	Know your etiquette	1		
	Confidence building, Teamwork	1		
	6 Pillars of Character	1		
Unit 2	CAREER DEVELOPMENT	5	2,3	1,3
	Create a Career Development Plan	2		
	Identify well defined and articulated short & long-term goals	3		
Unit 3	DEVELOPING 21ST CENTURY SKILLS	7	2,3	2,3
	Current Affairs	2		
	Presentation Skills	2		
	Digital Literacy	1		
	Lateral Thinking	1		
	Time Management & Prioritization	1		
Unit 4	DIVERSITY AND INCLUSION	5	4	1
	Behavioural Skills	3		
	POSCH Act and its Significance	2		
Unit 5	CORPORATE READINESS	7	1,4	1
	Getting ready for Internships, Jobs, Higher Studies & Entrepreneurial Ventures	1		
	Resume Building	2		
	CV Evaluation	1		
	Identification of Jobs, online and offline	1		
	Drafting SOPs	1		
	Mock GDs & PIs	1		
Total Contact Hours			30	

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (100%)			
		Mock GD 1	Mock PI 1	Mock GD 2	Mock PI 2
Level 1	Remember				
	Understand				
Level 2	Apply	70%	60%	50%	60%
	Analyse				
Level 3	Evaluate	30%	40%	50%	40%
	Create				
Total		100%	100%	100%	100%

Recommended Resources

1. Aliu, J., Aigbavboa, C., & Thwala, W. (2021). A 21st century employability skills improvement framework for the construction industry. Routledge.
2. Chaita, M. V. (2016). Developing graduate employability skills: Your pathway to employment. Universal-Publishers.
3. Abbott, T. (2021). Social and personality development. Routledge.

Other Resources

1. <https://www.learndirect.com/funding-options/free-employability-skills>

Strategic Management

Course Code	BBA 213	Course Category	Core				L	T	P	C
							2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)						
Course Offering Department	Management	Professional / Licensing Standards								

Course Objectives / Course Learning Rationales (CLRs)

1. Explain the basic models and process of management.
2. Describe various analysis and strategy formulations.
3. Use strategy implementation and solve issues.
4. Develop an understanding on strategy evaluation and control.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Explain the models and process of management.	1	70%	60%
Outcome 2	Describe analysis and strategy formulations.	1	75%	65%
Outcome 3	Use strategy evaluation and control.	3	60%	50%
Outcome 4	Illustrate strategy implementation and issues.	4	65%	55%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	3	3	1	3	2	0	1	0	0	1	0	3	1	1
Outcome 2	3	3	2	3	2	0	1	0	0	3	0	3	3	2
Outcome 3	3	3	3	3	2	0	1	0	0	3	0	3	2	2
Outcome 4	3	3	2	3	2	0	1	0	0	2	0	3	2	3
Average	3	3	2	3	2	0	1	0	0	2.25	0	3	2	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Basic model and process of management	6		
	Basic model and process of management, Business Vision, Mission, Objectives, Goals.	6	1	1, 2, 3
Unit 2	Analysis	5		
	Environmental Analysis- SWOT Analysis; PESTEL Analysis; Porter's Five Forces Model, Waves of digital disruption and opportunity.	5	2	1, 2, 3
Unit 3	Strategy	13		
	Strategy Formulation Developing Alternative strategies, Types of strategies: Corporate Strategy, Business strategy, Functional strategy, Global strategy,	6	2	1, 2, 3
	Strategic Analysis and Choice, Michael Porter's Generic Business strategies, Ansoff's Product-Market Matrix; BCG Matrix, Keys to effective strategy in a digital age; Digital Transformation, Blue Ocean strategy.	7	2	1, 2, 3
Unit 4	Strategy Implementation and Issues	11		
	Strategy Implementation Inter-relationship between formulation and implementation, Issues in strategy implementation,	6	3	1, 2, 3
	Resource Allocation, Budgets, Behavioral Issues -Functional Issues – Financial, Marketing, Operations and Personnel Plans and policies. Keys to effective strategy in a digital age.	5	3	1, 2, 3
Unit 5	Strategy Evaluation and Control	10		
	Strategy Evaluation and Control Importance, Overview of strategic evaluation, Strategic Control, Techniques of strategic evaluation and control, Strategic agility, Support functions in a digital age, Emergence of sharing economy,	5	4	1, 2, 3
	Value Creation and Value Capture, Data culture, Understanding AI, Achieving product-market fit in the digital age.	5	4	1, 2, 3
Total Contact Hours			45	

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)				End Semester Exam (50%)
		CLA-110%	Mid-115%	CLA-210%	CLA-3 15%	
Level 1	Remember	60%	40%	50%	40%	40%
	Understand					
Level 2	Apply	40%	60%	50%	60%	60%
	Analyse					
Level 3	Evaluate					
	Create					
Total		100%	100%	100%	100%	100%

Recommended Resources

1. Hunger J. David and Wheelen Thomas L.: 'Strategic Management'
2. Strategic Management by P K Ghosh
3. Business Policy and Strategic Management by Francis Cherunilam

Other Resources

1. <https://www.coursera.org/courses?query=strategic%20management>

Project Management

Course Code	BBA 214	Course Category	Core				L	T	P	C
							2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)						
Course Offering Department	Management	Professional / Licensing Standards								

Course Objectives / Course Learning Rationales (CLRs)

1. Describe the fundamental principles of project management.
2. Explain the need and significance of project management practices across industries.
3. Teach a reasonable level of project planning.
4. Illustrate the dynamics of managing a project

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Explain the definition and life cycle of a project.	1	70	70
Outcome 2	Use the knowledge to create a project plan and decide the allocation of resources.	3	65	65
Outcome 3	Plan a project and manage the triple constraints of scope, time and cost.	5	60	65
Outcome 4	Appraise the performance of a project.	5	60	60

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)														
	Management Knowledge	Problem Solving	Critical Thinking	Logical Reasoning	Modern Tool and ICT Usage	Society and Multicultural Skills	Environment and Sustainability	Moral, and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Project Management and Finance	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	1	0	0	0	0	1	1	2	1	0	2	1	2	3	1
Outcome 2	3	0	2	1	3	1	1	2	2	1	3	2	1	2	2
Outcome 3	3	3	3	3	3	1	1	2	3	3	3	2	3	2	1
Outcome 4	3	0	3	3	3	1	1	2	3	1	3	2	2	2	2
Average	2.5	0.75	2	1.75	2.25	1	1	2	2.25	1.25	2.75	1.75	2	2.25	1.5

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
I	Fundamentals of Project Management	4	1, 2	1, 4
	Project Processes and the Project Life Cycle	4	1, 2	2, 4
	Project Integration Management	3	2, 3, 4	3, 4
	Project Scope Management	3	2, 3, 4	1, 2
	Project Schedule Management	3	3, 4	3, 4
II	Project Cost Management	2	3, 4	2, 4
	Project Quality Management	2	3, 4	2, 4
	Project Resource Management	2	3, 4	2, 4
	Project Communications Management	2	3, 4	2, 4
	Project Risk Management	2	3, 4	2, 4
III	Working with MS Project	6	4	-
	Project Procurement Management	3	4	-
	Project Stakeholder Management	2	4	-
IV	Introduction to Agile Project Management	2	4	3, 4
	Challenges for Agile Teams	2	4	3, 4
	Project Management Team Leadership	3	4	3, 4
	Total Contact Hours		45	

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (60%)				End Semester Assessments (40%)
		CLA-1 (15%)	Mid-1 (15%)	CLA-2 (15%)	CLA-3 (15%)	
Level 1	Remember	30%	40%	50%	40%	40%
	Understand					
Level 2	Apply	40%	30%	30%	30%	40%
	Analyse					
Level 3	Evaluate	30%	30%	20%	30%	20%
	Create					
Total		100%	100%	100%	100%	100%

Recommended Resources

1. Fundamentals of Project Management, Joseph Heagney, 5th Edition, AMACOM.
2. Project Management for Business and Technology - Principles and Practice, John M. Nicholas, 2nd Edition, Pearson Education.
3. Project Management, Samuel J.M., Jack R.M., Scott M.S., Margaret M.S., Gopalan M.R., Wiley India.
4. Erik w. Larson, Clifford f. Gray. (2018). Project Management: The Managerial Process, Seventh Edition. McGraw-Hill publication

Other Resources

1. <https://www.coursera.org/courses?query=project%20management>

Research Study-II

Course Code	BBA 215	Course Category				
			L	T	P	C
			1	0	2	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. Explain how to do research.
2. Teach how to publish a paper and the nuances involved in it.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Explain how to formulate hypotheses.	1	60%	75%
Outcome 2	Describe how to collect data and test them.	1	85%	95%
Outcome 3	Illustrate the data analysis process.	4	60%	60%
Outcome 4	Write a research paper.	6	40%	40%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	2	2	3	3	1	1	1	3	2	1	1	2	1	3
Outcome 2	2	2	3	3	1	1	3	3	2	1	2	3	3	2
Outcome 3	2	3	3	3	1	1	1	2	1	1	2	3	2	1
Outcome 4	3	1	2	2	1	1	2	3	3	2	3	3	3	2
Average	2.25	2	2.75	2.75	1	1	1.75	2.75	2	1.25	2	2.75	2.25	2

Course Unitization Plan-Theory

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Development of proposal	6	1	1-2
	Importance of Research	1		
	Identifying topics in Marketing, Finance, OB/HR	2		
Unit 2	Data Collection	6	2,3, 4	1-2
	Searching on various e-databases	2		
	Summarizing the Literature and Identifying Gaps	1		
Unit 3	Complete Paper	1		
Total Contact Hours			45	

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (30%)		End Semester Exam (70%)
		CLA-1 (15%)	CLA 2 (15%)	
Level 1	Remember	40%	40%	30%
	Understand			
Level 2	Apply	40%	40%	40%
	Analyse			
Level 3	Evaluate	20%	20%	30%
	Create			
Total		100%	100%	100%

Recommended Resources

1. Malhotra and Dash, Multivariate Analysis, Pearson Learning
2. Numerous datasets and articles

Other Resources

1. <https://www.coursera.org/courses?query=research>

International Business

Course Code	BBA 301	Course Category	Core	L	T	P	C
				2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)			
Course Offering Department	Management	Professional / Licensing Standards					

Course Objectives / Course Learning Rationales (CLRs)

1. Use theoretical frameworks and analytical tools to assess international business environments and opportunities.
2. Illustrate and evaluate strategies for international market entry and expansion.
3. Develop a comprehensive understanding of the complexities and dynamics of international business.
4. Develop practical skills for managing international business operations and navigating global markets.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Discuss entry modes, target markets, and strategic decisions involved in going global, considering factors such as political risks, cultural differences, and institutional support.	1	70%	70%
Outcome 2	Summarize the nature, scope, and key components of international business, including trade, investment, cultural, political, and technological environments.	2	80%	60%
Outcome 3	Use analytical frameworks such as PESTEL analysis, Porter's Diamond model, and SWOT analysis to assess the opportunities and challenges in international markets to develop strategic recommendations.	3	65%	50%
Outcome 4	Demonstrate international operations management, marketing, trade documentation, financing techniques, and institutional support, enabling students to effectively manage international business operations and succeed in global markets.	4	65%	50%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	3	2	3	3	1	1	2	2	3	2	3	2	3	1
Outcome 2	3	2	2	3	1	1	2	2	3	2	3	2	3	1
Outcome 3	3	2	2	3	1	1	2	2	3	2	3	2	2	2
Outcome 4	3	2	3	3	1	1	2	2	3	2	3	2	3	2
Average	3	2	2.5	3	1	1	2	2	3	2	3	2	2.75	1.5

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1		7		
	Nature of International Business, Reasons to Study International Business	1	1	2,4
	Strategies for Going International-Deciding Whether to go Global	1	1	2,4
	Deciding which Markets to Enter. Goals of Host Governments, Benefits of Foreign Trade,	1	1	2,4
	Volume of International Trade,	1	1	2,4
	Nature of FDI Problems from FDI	1	1	2,4
	Factors Influencing FDI	2	1	2,4
Unit 2		7		
	Political Environment-Democracy, Totalitarianism Political Risk	1	2	2,3
	Sources of Political Risks, Political Risk Assessment Cultural Environment-	1	2	2,3
	Nature of Culture, Effects of Culture	1	2	2,3
	Elements of Culture, Technological Environment-Nature of Technology,	1	2	2,3
	Management of Technology,	1	2	2,3
	International Technology Transfers and Stages	2	2	2,3
Unit 3		12		
	Institutional Support to International Business	1	3	1,4
	United Nations, World Bank	2	3	1,4
	International Monetary Fund,	2	3	1,4
	International Labour Organisation,	2	3	1,4
	Asian Development Bank,	2	3	1,4
	World Trade Organisation,	2	3	1,4
	Treaties and Conventions	1	3	1,4
Unit 4		9		
	International Operations Management Compared with Domestic Operations Management	2	4	3,4
	International Operations Management Compared with Domestic Operations Management	2	4	3,4
	International Operations Management Compared with Domestic Operations Management	1	4	3,4
	Operations Management - Domestic and International Marketing Compared Major Activities in International Marketing	1	4	3,4
	Operations Management - Domestic and International Marketing Compared Major Activities in International Marketing	3	4	3,4
Unit 5		10		
	Trade Documents in International Trade-Letter of Credit (L/C)	2	4	1, 4
	Bill of Lading (B/L)	2	4	1, 4
	Commercial Invoice, Insurance Certificate	2	4	1, 4
	Insurance Certificate	2	4	1, 4
Consular Invoice Financing Techniques in Foreign Trade Export Financing and Institutional	2	4	1, 4	
Total Contact Hours			45	

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)				End Semester Exam (50%)
		CLA-1 (10%)	Mid-1 (15%)	CLA-2 (10%)	Mid-2 (15%)	
Level 1	Remember	75%	70%	60%	55%	55%
	Understand					
Level 2	Apply	25%	30%	40%	45%	45%
	Analyse					
Level 3	Evaluate					
	Create					
Total		100%	100%	100%	100%	100%

Recommended Resources

1. Recommended Resources
2. K Aswathappa, International Business, Tata McGraw Hill 2017
3. Ricky W. Griffin, Michael Pustay International Business: A Managerial Perspective, 9th Edition Pearson
4. International Business | 13th Edition by Charles W.L. Hill
5. International Business by Gupta C.B.

Other Resources

1. <https://www.coursera.org/courses?query=international%20business>

Corporate and Financial Laws

Course Code	BBA 302	Course Category	Core		L	T	P	C
					2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)				
Course Offering Department	Management	Professional / Licensing Standards						

Course Objectives / Course Learning Rationales (CLRs)

1. Develop a good understanding of the legal principles and frameworks that govern corporate and financial activities.
2. Interpret the regulatory environment and compliance requirements for corporations and financial institutions.
3. Study the regulations related to financial instruments, including the issuance and trading of stocks and bonds.
4. Explore the principles and practices of corporate governance, including the roles and responsibilities of directors, shareholders and executives

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Define key financial and corporate legal concepts.	1	50%	60%
Outcome 2	Explain the principles of corporate governance and financial regulation.	2	60%	70%
Outcome 3	Use legal principles to analyze and solve hypothetical case scenarios related to corporate and financial issues.	3	60%	65%
Outcome 4	Grade the impact of regulatory changes on corporate practices and financial markets	5	50%	60%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	3	2	3	3	1	1	2	2	3	2	3	2	3	1
Outcome 2	3	2	2	3	1	1	2	2	3	2	3	2	3	1
Outcome 3	3	2	2	3	1	1	2	2	3	2	3	2	2	2
Outcome 4	3	2	3	3	1	1	2	2	3	2	3	2	3	2
Average	3	2	2.5	3	1	1	2	2	3	2	3	2	2.75	1.5

Course Unitization Plan

Unit No.	Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Introduction to Company Law	8	1	1,2
	Definition and characteristics of a company	2		
	Historical perspective of company law in India	2		
	Evolution of the Companies Act, 2013	2		
	Regulatory bodies and authorities	2		
Unit 2	Incorporation and Types of Companies	12	1,2	1,2
	Incorporation process under the Companies Act, 2013	3		
	Types of companies: Private, Public, One Person Company (OPC)	3		
	Memorandum of Association (MoA) and Articles of Association (AoA) etc.	3		
	Conversion of companies	3		
Unit 3	Corporate Restructuring and Insolvency	9	2,3	1,2
	Mergers, acquisitions, and demergers	3		
	Corporate restructuring and reorganization	3		
	Insolvency and bankruptcy under the Insolvency and Bankruptcy Code (IBC)	3		
Unit 4	Introduction to Securities Law and Capital Markets	8	2,3,4	1,2
	Overview of financial law and its importance in regulating financial markets.	2		
	Regulation of securities	2		
	Securities and Exchange Board of India (SEBI)	2		
	Listing requirements and delisting	2		
Unit 5	Industry Law	8	3,4	1,2
	IT Act, 2000	2		
	SEBI Act, 1992	2		
	FEMA Act, 1999	2		
Total Contact Hours		45		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)			End Semester Exam (50%)
		CLA-1	CLA-2	Project	
Level 1	Remember	80%	50%	30%	60%
	Understand				
Level 2	Apply	20%	50%	70%	40%
	Analyse				
Level 3	Evaluate				
	Create				
Total		100 %	100 %	100 %	100 %

Recommended Resources

1. N.D. Kapoor (2013), Elements of Mercantile Law, New Delhi: Sultan Chand & Co.
2. Corporate Laws as amended by Companies (Amdt.) Act, 2019 by Taxmann Publication

Other Resources

1. <https://www.coursera.org/courses?query=business%20law>

Research Study III

Course Code	BBA 303	Course Category		L	T	P	C
				0	0	3	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)			
Course Offering Department	Management	Professional / Licensing Standards					

Course Objectives / Course Learning Rationales (CLRs)

1. Learn how to do research.
2. Learn how to publish a paper and the nuances involved in it.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Identify a journal	1	60%	75%
Outcome 2	Review and format according to journal requirements	2	85%	95%
Outcome 3	Identify and revise the paper after comments	3	60%	60%
Outcome 4	Justify resubmitting to another journal	5	40%	40%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	3	2	3	3	1	1	2	3	1	1	3	2	1	3
Outcome 2	2	2	3	1	3	1	2	2	1	1	2	3	3	2
Outcome 3	3	3	3	3	1	1	2	3	2	2	3	3	2	1
Outcome 4	3	2	3	3	2	1	2	3	2	3	3	3	3	2
Average	2.75	2.25	3	2.5	1.75	1	2	2.75	1.5	1.75	2.75	2.75	2.25	2

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (60%)			End Semester Exam (40%)
		CLA-1 (10%)	CLA 2 (15%)	CLA-3 (25%)	
Level 1	Remember			50%	
	Understand				
Level 2	Apply	75%	75%	25%	50%
	Analyse				
Level 3	Evaluate	25%	25%	25%	50%
	Create				
Total		100%	100%	100%	100%

Recommended Resources

1. Malhotra and Dash, Multivariate Analysis, Pearson Learning
2. Numerous datasets and articles

Other Resources

1. EBSCO e-database, Scopus database, Google Scholar and other databases available in the University

Summer Internship

Course Code	BBA 304	Course Category	RDIP				L	T	P	C
							0	0	4	4
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)						
Course Offering Department	Management	Professional / Licensing Standards								

Course Objectives / Course Learning Rationales (CLRs)

- To familiarize the students with the organization's working process and environment.
- To familiarize the students with real working problems of the organizations.
- To train students on applying the classroom theories in the organization projects.
- To train the students to provide required solutions to the organization projects.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Describe organization's working culture.	1	75%	70%
Outcome 2	Illustrate work meetings and communicate within an organization.	4	75%	70%
Outcome 3	Use learned classroom tools on industrial projects.	3	75%	70%
Outcome 4	Develop solutions to the industrial projects.	6	75%	70%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	3	3	3	1	3	1	1	3	1	1	3	2	1	3
Outcome 2	3	3	2	1	3	1	1	3	1	1	2	3	2	3
Outcome 3	3	3	3	2	3	1	1	3	1	1	3	3	3	3
Outcome 4	3	3	3	3	1	1	1	3	3	1	3	3	3	3
Average	3	3	2	2	3	1	1	3	2	1	3	3	2	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
1	Students should select an organization and work as an intern for 8 weeks.	0		
Total Contact Hours		00		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (30%)		Mid-1 (20%)		CLA-2 (20%)		Mid-2 (15%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	---	80%	---	----	---	30%	---	----	----	20%
	Understand										
Level 2	Apply	----	20%	----	----	----	70%	---	---	---	30%
	Analyse										
Level 3	Evaluate	---	---	----	----	---	---	---	---	---	50%
	Create										
Total		---	100%	---	----	---	100%	--	---	---	100%

Recommended Resources

1. NA

Other Resources

1. NA

CO-CURRICULAR ACTIVITIES

Course Code	VAC 103	Course Category	VAC		L	T	P	C
					0	0	2	2
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)				
Course Offering Department	SA	Professional / Licensing Standards						

Course Objectives / Course Learning Rationales (CLRs)

1. Develop essential skills, including leadership, communication, and teamwork, among students.
2. Offer opportunities for students to apply academic concepts in practical, real-world scenarios.
3. Promote self-exploration, confidence-building, and social responsibility.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Demonstrate confidence in leading group activities, communicate clearly, and collaborate effectively with diverse teams.	2	80%	75%
Outcome 2	Apply theories to practical tasks by solving problems and adapting concepts to real-life situations through cocurricular activities	2	80%	70%
Outcome 3	Develop new experiences with an open approach through guided reflection to assess personal growth, skills, and learning for holistic development.	3	80%	70%

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments 100%			
		CLA-1 25%	CLA-2 25%	CLA-3 25%	CLA-4 25%
Level 1	Remember				
	Understand				
Level 2	Apply	15%	15%	15%	15%
	Analyse				
Level 3	Evaluate	10%	10%	10%	10%
	Create				
Total		25%	25%	25%	25%

COMMUNITY SERVICE AND SOCIAL RESPONSIBILITY

Course Code	VAC 104	Course Category	VAC		L	T	P	C
					0	0	2	2
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)				
Course Offering Department	CEL	Professional / Licensing Standards						

Course Objectives / Course Learning Rationales (CLRs)

1. Encourage initiatives that address local needs, foster self-sufficiency, and promote environmental sustainability within the community.
2. Equip participants with a deeper understanding of social issues and a sense of responsibility towards marginalized communities.
3. Inspire active participation in community service programs and foster a culture of giving back among individuals and organizations.
4. Develop and implement programs that contribute to skill development, economic empowerment, and equal opportunities for underprivileged sections of society.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Develop effective strategies for identifying and addressing community needs.	3	80%	80%
Outcome 2	Demonstrate empathy and cultural sensitivity when engaging with diverse community groups.	4	80%	75%
Outcome 3	Implement sustainable solutions and evaluate their impact on social well-being.	5	90%	85%
Outcome 4	Collaborate effectively within teams to design and lead community service projects.	6	90%	80%

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments 50%				End Semester Exam 50%
		CLA-1 20%	Mid-1 20%	CLA-2 20%	CLA-3 20%	
Level 1	Remember	10%	10%			20%
	Understand					
Level 2	Apply		10%	10%		20%
	Analyse					
Level 3	Evaluate				10%	10%
	Create					
Total		10%	20%	10%	10%	50%

Employability and Practitioner Skills II

Course Code	SEC 116	Course Category	SEC	L	T	P	C
				1	0	1	2
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)			
Course Offering Department	Management	Professional / Licensing Standards					

Course Objectives / Course Learning Rationales (CLRs)

1. Design and implement advanced training modules to deepen expertise in specialized areas.
2. Integrate leadership development programs to empower students with necessary skills so that they can excel in managerial roles.
3. Facilitate innovation workshops and projects that encourage students to apply creative thinking and problem-solving in real-world scenarios.
4. Provide guidance on strategic career planning, helping students to set long-term goals, and develop a roadmap for continuous professional growth.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Use theoretical knowledge as well as functional knowledge for practical application	3	70%	60%
Outcome 2	Develop leadership skills to grow in the corporate ladder	4	75%	65%
Outcome 3	Develop functional skills	4	70%	65%
Outcome 4	Plan career growth and long-term sustainability	5	75%	60%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	3	3	3	1	3	2	1	3	1	1	3			
Outcome 2	3	3	2	1	3	2	1	3	1	1	3			
Outcome 3	3	3	3	2	3	2	2	3	1	1	3			
Outcome 4	3	3	3	3	1	3	3	3	3	1	3			
Average	3	3	2.75	2.25	2.5	2.25	1.75	3	1.5	1	3			

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	PROFESSIONALISM	6	2	3
	Small Talk			
	Non-Verbal Communication			
	Research about Company and LinkedIn profile of Industry Professionals			
	Peer Learning			
Unit 2	ALUMNI INTERVENTIONS	5	2,3	1,3
	Role specific interventions			
	Mentoring			
	Live projects			
	Career Guidance			
	Interview process support			
	Negotiation skills			
	Personal branding			
Adapting to industry trends				
Unit 3	FUTURE READY COMPETENCE	7	2,3	2,3
	Critical thinking			
	Creativity			
	Collaboration			
	Problem solving			
	Global awareness			
	Cultural Competence			
	Technology Proficiency			
Digital Literacy				
Unit 4	DIVERSITY EMPOWERMENT	5	4	1
	Leadership Intersectionality			
	Building inclusive workplace culture			
	Collaborative learning			
Unit 5	CORPORATE READINESS	7	1,4	1
	Executive Presence			
	Business Etiquette			
	Decision making under uncertainty			
	Effective decision making			
	Presence of mind			
Logical thinking				
Total Contact Hours			30	

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (100%)			
		Mock GD 1	Mock PI 1	Mock GD 2	Mock PI 2
Level 1	Remember				
	Understand				
Level 2	Apply	70%	60%	50%	60%
	Analyse				
Level 3	Evaluate	30%	40%	50%	40%
	Create				
Total		100%	100%	100%	100%

Recommended Resources

1. Kochenderfer, M. J. (2015). Decision making under uncertainty: theory and application. MIT press.
2. Katzenbach, J. R., Eisenhardt, K. M., & Gratton, L. (2013).
3. Jon R. Katzenbach and Douglas K. Smith, HBR's 10 Must Reads on Teams (with featured article" The Discipline of Teams,), Harvard Business Press
4. Haldar, U. K., & Pareek, U. N. (2010), Leadership and team building ,Oxford University Press

Other Resources

1. Careers skills App. (n.d.). <https://app.career-skills.eu/en/mooc>

Corporate Governance and ESG Reporting Standards

Course Code	BBA 305	Course Category		L	T	P	C
				2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)			
Course Offering Department	Management	Professional / Licensing Standards					

Course Objectives / Course Learning Rationales (CLRs)

1. Identify the classical and contemporary ideas about Corporate Governance.
2. Extract the adverse effects that unethical choices could exert on environment and society.
3. Use ethical principles in the process of leadership and decision-making.
4. Use regulatory requirements to develop appropriate board and committee functions and structure.
5. Discover components of environmental, Social and governance (ESG) issues to mitigate the business risk.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Describe the influence of Corporate Governance theories on the development of Corporate Governance solutions.	1	65%	60%
Outcome 2	Connect and contrast the role of stakeholders and corporate managers in business decision making.	4	60%	55%
Outcome 3	Illustrate environmental, social, and economic responsibility of an organization	4	60%	55%
Outcome 4	Judge the given contemporary issues related to Corporate Governance and discuss the necessity for more effective Corporate Governance solutions.	5	70%	65%
Outcome 5	Defend the issues arising out of ethical dilemma in the work environment.	5	65%	60%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	2	3	3	2	1	2	3	2	2	3	3	1	2	1
Outcome 2	2	3	3	2	1	2	3	2	2	3	3	1	2	1
Outcome 3	2	3	3	2	1	2	3	2	2	3	3	1	2	1
Outcome 4	2	3	3	2	1	2	3	2	2	3	3	1	2	1
Outcome 5	2	3	3	2	1	2	3	2	2	3	3	1	2	1
Average	2	3	3	2	1	2	3	2	2	3	3	1	2	1

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit I	Business ethics - Meaning and definition - ethical problems and dilemmas in business.	6	4	1,3
	Business ethics - Ethical principles in business – Utilitarianism - weighing social cost and benefits - Rights and duties, Justice and fairness, ethics of care, Integrating utility, rights, justice and caring - alternative to moral principles: virtue ethics.	6	4,5	1,3
Unit II	Corporate governance - concept – theories of corporate governance, corporate governance standards - Features of good governance	4	1	2,4
	Corporate governance - Role of regulators to improve corporate governance - accounting standards and corporate governance - corporate disclosure.	4	1,2,3	2,4
	Relevance of the Board - Quality, Composition and role of Board, Outside Directors on the board (independent, nominee), Executive and Non-Executive directors.	4	2,3	2
	Role of the Board - SEBI clause 49 - directors and financial institutions in enhancing corporate governance, Critical issues in governance of board directors - CEO Duality.	4	3	2
Unit III	Ethics and Corporate Governance - Corporate Frauds – Great Scams - Fraud Control Mechanism.	4	3	1,2
	Greenwashing	2	3	1,2
Unit IV	ESG framework & disclosures – Critically evaluate a firm’s sustainability for corporations.	6	3,4	1,2,3
	ESG reporting standards - Critically evaluate the methodologies underlying ESG– analyse the CSR and ESG reports.	5	2,5	1,2,3
Total Contact Hours		45		

Learning Assessment

Bloom’s Level of Cognitive Task		Continuous Learning Assessments (50%)				End Semester Exam (50%)
		CLA-1 (10%)	Mid-1 (15%)	CLA-2 (10%)	Mid-2 (15%)	
Level 1	Remember	50%	40%	40%	30%	30%
	Understand	-	-	-	-	-
Level 2	Apply	40%	50%	50%	50%	50%
	Analyse	-	-	-	-	-
Level 3	Evaluate	10%	10%	10%	20%	20%
	Create	-	-	-	-	-
Total		100%	100%	100%	100%	100%

Recommended Resources

1. Bhanumurthy ,K. V, Ethics and Social Responsibility of Business, Pearson Education India.
2. Fernando ,A.C, Muraleedharan, K. P, Satheesh, E.K, Corporate Governance- Principles, Policies and Practices, Third Edition, 2017, Pearson
3. Manuel, G ,Velasquez , Business ethics- concepts and cases ,Pearson.
4. Fernando, A.C. , Corporate Governance ,Pearson Education.
5. Gopalswamy, N, Corporate governance a new paradigm ,A H Wheeler Publishing Co Ltd.
6. Fernando A.C , Business Ethics, Pearson Education.
7. ESG reports of companies.
8. Newspaper articles and other reports.

Other Resources

1. Online@IIMA. (2022, November 23). Course - Online@IIMA. https://online.iima.ac.in/course/course-v1:IIMA+FRCG-BL03+2024_04/

Integrated Case Studies in Management

Course Code	BBA 306	Course Category				
			L	T	P	C
			1	2	0	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. Explain students about analytical and reflective decisions.
2. Encourage higher-order thinking ability.
3. Use previously acquired knowledge and skill and develop ability to work in groups
4. Devise creative problem-solving approach.
5. Allow students to develop realistic solutions to complex problems by taking cognizance of different perspectives and being open-minded.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Articulate critical and analytical skills	3	70%	60%
Outcome 2	Discover new ways of thinking by exploring possibilities and options in the process of decision-making	3	65%	80%
Outcome 3	Relate arguments, view-points and perspectives while presenting solutions	4	60%	80%
Outcome 4	Connect and contrast all the factors affecting the business situation involving various stakeholders.	4	60%	70%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	3	3	3	2	2		2	1	3	2	3	2	3	1
Outcome 2	3	3	2	3	2		3	3	3	2	2	2	3	1
Outcome 3	3	3	2	3	2	3	3	2	3	2	2	2	3	1
Outcome 4	3	3	2	3		3	3	1	2	3	2	2	3	1
Average	3	3	2	3	2	2	3	2	3	2	2	2	3	1

Course Unitization Plan

Harvard case studies will be shared with the students and administered by the faculty in the classroom.

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Introduction to case method of learning using PACADI (Problem, Alternatives, Criteria, Analysis, Decision, Implementation) framework	5	1, 2, 3, 4	
	How to analyse a case study	4	1, 2, 3, 4	
	Harvard case study – 10 cases	30	1, 2, 3, 4	
	Concluding remarks	6	1, 2, 3, 4	
	Total Contact Hours		45	

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (80%)		End Semester Exam (20%)	
		CLA-1 to 10 (80%)		Th	Project
		Th	Project		
Level 1	Remember				
	Understand				
Level 2	Apply		40%		50%
	Analyse				
Level 3	Evaluate		60%		50%
	Create				
Total			100%		100%

Recommended Resources

1. Harvard case studies

Other Resources

1. Best Case Study Courses Online with Certificates [2024] | Coursera. (n.d.). Coursera. <https://www.coursera.org/courses?query=case%20study>

Global Business Strategy

Course Code	BBA 307	Course Category	Core				L	T	P	C
							2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)						
Course Offering Department	Management	Professional / Licensing Standards								

Course Objectives / Course Learning Rationales (CLRs)

1. To describe the basic idea of strategic management and related environmental factors affecting businesses.
2. To summarize the types of strategies and choices available.
3. To discover the factors important for successful strategy implementation.
4. To develop the ideas for evaluation and control purpose

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Identify the key concepts related to strategic management and related environment	1	70%	60%
Outcome 2	Extract the types of strategies available to an organization	2	60%	55%
Outcome 3	Use the concepts to determine successful implementation	3	60%	55%
Outcome 4	Devise the suitable evaluation and control strategy	4	70%	60%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	3	2	3	2	1	1	1	2	2	1	2	3	1	3
Outcome 2	3	2	2	3	1	1	2	2	2	2	2	3	2	3
Outcome 3	3	3	2	3	1	1	1	3	2	3	3	3	3	3
Outcome 4	3	3	2	2	1	1	2	3	3	3	3	3	3	3
Average	3	2	2	2	1	1	1	2	2	2	2	3	2	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	CONCEPT OF STRATEGY	9		
	Defining strategy, Levels at which strategy operates, Strategic Decision Making and Approaches to Strategic Decision making,	3	1, 2	1,2, 3,4
	Essence of strategic thinking, replacing planning with strategic thinking, strategic management process	3	1, 2	1,2, 3,4
	Mission and Purpose, Objectives and Goals, Strategic Business Units	3	1,2	1,2, 3,4
Unit 2	ENVIRONMENT ANALYSIS AND DIAGNOSIS	9		
	Concept of Environment and its components,	3	1,2, 3	1,2, 3,4
	Environment scanning and appraisal, organizational appraisal,	3	1,2, 3	1,2, 3,4
	Strategic advantage analysis and diagnosis, SWOT analysis	3		1,2, 3,4
Unit 3	STRATEGY FORMULATION AND CHOICE OF ALTERNATIVES	11		
	A) GRAND STRATEGIES Stability, growth, retrenchment & combination strategies- Modernization, Diversification, Integration, Merger,	2	1, 2, 3	1,2, 3,4
	Take-over and Joint Venture strategies, Turnaround – divestment and Liquidation strategies. Strategies for competing in globalizing markets.	3	1,2, 3	1,2, 3,4
	B) PROCESS OF STRATEGIC CHOICE Process of strategic choice – Gap analysis. Industry analysis, competitor analysis – Porter’s Five forces – Model of competition – SWOT analysis- Synergy and Dysergy	3	1, 2, 3	1,2, 3,4
	Mckinsey’s 7’s framework; GE-9 Cell Model, Bostan’s Consultancy Model. Distinctive competitiveness; Factors affecting Strategic choice.	3	1,2, 3	1,2, 3,4
Unit 4	STRATEGY IMPLEMENTATION	11		
	INTER-RELATIONSHIP BETWEEN FORMULATION AND IMPLEMENTATION Issues in strategy implementation, Resource Allocation, Budgets, Behavioural Issues – Leadership styles-Charismatic, Transformational, visionary	3	2, 3, 4	1,2, 3,4
	Cross-cultural & ethical leadership, corporate culture and values power Social Responsibilities – Ethics, Building capable organization.	3	2, 3, 4	1,2, 3,4
	FUNCTIONAL ISSUES Financial, Marketing, Operations and Personnel Plans and policies. Strategy and Structure: Organization structure,	3	2, 3, 4	1,2, 3,4
	Structural Considerations, Structure for strategies, Organizational design and change, Matching structure, and strategy.	2	2, 3, 4	1,2, 3,4
Unit 5	STRATEGY EVALUATION	5		
	Importance, Overview of strategic evaluation, strategic control,	3	1, 2, 3, 4	1,2, 3,4
	Techniques of strategic evaluation and control, Operational Control.	2	1, 2, 3, 4	1,2, 3,4
Total Contact Hours			45	

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (15%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (10%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	20%	20%	25%	25%	30%	30%	20%	20%	30%	30%
	Understand										
Level 2	Apply	30%	30%	25%	25%	20%	20%	30%	30%	20%	20%
	Analyse										
Level 3	Evaluate										
	Create										
Total		50%	50%	50%	50%	50%	50%	50%	50%	50%	50%

Recommended Resources

1. Kazmi ,Azhar ,Business Policy, S.Chand&Co, New Delhi.
2. Kachru, Upendra ,Strategic Management: Concepts & Cases , Excel Books.
3. Ramaswamy V.S, Namakumari,S, strategic Planning: Formulation of Corporate strategy , Macmillan Publishing House Ltd.
4. Shivastava R.M, Management Policy & Strategic Management , Himalaya Publishing House, Mumbai

Other Resources

1. Global Strategy II: Doing Business in the Global Economy. (2020, September 29). Coursera. <https://www.coursera.org/learn/global-strategy-two>

Guest Lecture Series

Course Code	BBA 308	Course Category	Core	L	T	P	C
				0	0	3	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)			
Course Offering Department	Management	Professional / Licensing Standards					

Course Objectives / Course Learning Rationales (CLRs)

1. Objective 1: To expose the students to the latest industry trends in management like Blockchain, NFT, Metaverse and so on.
2. Objective 2: To impart relevant practical day to day functional skills to the students. These may include. copywriting, creating artworks, R, Python, and any other functional skills that SEAMS decides are useful to students at that point of time.
3. Objective 3: To expose students to practices in fast-growing industries like Edtech, Fintech

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Expose the students to the latest industry trends in management	2	75%	70%
Outcome 2	Impart relevant practical day to day functional skills to the students	3	80%	75%
Outcome 3	Expose students to practices in fast-growing industries like Edtech, Fintech	4	90%	80%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	3	3	3	2	3	-	-	3	3	2	3	3	2	3
Outcome 2	3	3	3	3	3	-	2	3	3	2	3	3	2	3
Outcome 3	2	3	3	3	3	-	-	3	3	2	2	3	2	3
Average	3	3	3	3	2	-	2	3	3	2	3	3	2	3

Guest talks areas:

The guest talks will cover the latest trends in Marketing, Analytics, Finance, Operations, and HR.

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (100%)							
		Report 1 (25%)		Report 2 (25%)		Report 3 (25%)		Report 4 (25%)	
		Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember		60%		40%		60%		40%
	Understand								
Level 2	Apply		40%		40%		40%		40%
	Analyse								
Level 3	Evaluate				20%				20%
	Create								
Total			100%		100%		100%		100%

Recommended Resources

1. Dr. A Lakshmana Rao, Assistant Professor, Dept. of Commerce, SRM University – AP
2. Dr. Aparna Choudhary, Assistant Professor, Dept. of Management, SRM University – AP
3. Dr. Shailender Singh, Associate Professor, Dept. of Commerce, SRM University – AP
4. Dr. R. Sathya Raju, Prof. Emeritus, Dept. of Commerce and Management Studies, Andhra University
5. Dr. K. Padmasree, Professor and Dean, School of Business Studies, Central University of Karnataka

Capstone Project

Course Code	BBA 309	Course Category	RDIP	L	T	P	C
				0	0	2	2
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)			
Course Offering Department	Management	Professional / Licensing Standards					

Course Objectives / Course Learning Rationales (CLRs)

1. Illustrate a business problem using information systems application
2. Use systems analysis to a complex project
3. Use complex data to recommend strategic decision making
4. Design business intelligence solutions

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Interpret real-life business data	2	75%	75%
Outcome 2	Solve real-life complex business problems	3	90%	85%
Outcome 3	Connect and use modern analytics tools and gain insight from the data	4	85%	85%
Outcome 4	Design business intelligence solutions	6	85%	80%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	2	2	2	1	3	-	-	-	-	-	2	-	2	2
Outcome 2	2	3	3	3	2	-	-	-	-	-	2	-	3	2
Outcome 3	2	3	2	2	3	-	-	-	-	-	2	-	2	2
Outcome 4	2	3	3	3	2	-	-	-	-	-	3	-	3	2
Average	2	3	3	2	3	-	-	-	-	-	2	-	3	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	PowerBI	8	1,2,3,4	-
	Solve a real-life industry problem using PowerBI			
Unit 2	Tableau	6	1,2,3,4	-
	Solve a real-life industry problem using Tableau			
Unit 3	Classification	8	1,2,3,4	-
	Apply analytics knowledge and perform classification task on a real-time data set			
Unit 4	Regression	4	1,2,3,4	-
	Apply analytics knowledge and perform regression task on a real-time data set			
Unit 5	Excel	10	1,2,3,4	1
	Solve a real-life industry problem using Excel			
Total Contact Hours		36		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)			End Semester Exam (50%)
		Experiments (20%)	Record / Observation Note (10%)	Viva + Model (20%)	
Level 1	Remember	25%	60%	80%	10%
	Understand				
Level 2	Apply	75%	40%	20%	80%
	Analyse				
Level 3	Evaluate	-	-	-	10%
	Create				
Total		100%	100%	100%	100%

Recommended Resources

1. Best Capstone Courses Online with Certificates [2024] | Coursera. (n.d.). Coursera. <https://www.coursera.org/courses?query=capstone>

Operations Research

Course Code	BBA 401	Course Category	Core				L	T	P	C
							2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)						
Course Offering Department	Management	Professional / Licensing Standards								

Course Objectives / Course Learning Rationales (CLRs)

1. To describe the fundamentals of operations research.
2. To summarise problem formulation method.
3. To interpret various operations research tools and techniques.
4. To articulate the students with application of operations research tools and techniques in real life problems.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Define basic concepts of operations research.	1	80%	70%
Outcome 2	Illustrating various methods and applications of operations research.	1	70%	60%
Outcome 3	Use operations research tools and techniques to solve business problems.	3	65%	50%
Outcome 4	Relate various operations research methods to gain decision making skills.	4	65%	50%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	3	2	2	2	2	1	1	2	1	1	3	2	2	1
Outcome 2	3	3	2	3	3	1	1	2	1	1	3	2	2	1
Outcome 3	3	3	3	3	3	1	1	3	2	1	3	3	3	2
Outcome 4	3	3	3	3	3	1	1	3	2	1	3	3	3	2
Average	3	3	3	3	3	1	1	3	2	1	3	3	3	2

Course Unitization Plan- Theory

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	QUANTITATIVE TECHNIQUES			
	Quantitative techniques introduction - Methodology and Mathematical Models in OR	2	1	1,2
	Linear programming problem formulation	5	3	
	Solution approach - Graphical and Simplex method using Excel Solver	5	3, 4	
Unit 2	TRANSPORTATION, ASSIGNMENT AND NETWORK MODELS			
	Transportation models, Assignment models	1	1	1,2
	Network models (Maximum Flow, Minimum Cost and Shortest Path)	5	3, 4	
Unit 3	QUEUING THEORY			
	Applications of Queuing Theory, Elements of a Queuing Model	1	1	1,2
	Operating Characteristics, M/M/1 queueing models, Assumptions and Limitations of Queuing Models.	2	2	
Unit 4	GAME THEORY			
	Introduction to game theory, Basic definitions and terminology	2	1	1,2
	Two-person zero-sum game, Pure and Mixed Strategy Games, Saddle Point.	3	4	
	Solving pure strategy games using Maximin-Minimax principle, Dominance principle and Graphical Method for solving Mixed Strategy Games.	2	4	
Unit 5	SIMULATION			
	Understanding Simulation in managerial problems	1	1	1,2
	Understanding Monte Carlo Simulation and Discrete Event	1	1	
Total Contact Hours			30	

Course Unitization Plan- LAB

Exp No.	Experiment Name	Required Contact Hours	CLOs Addressed	References Used
1	Linear Programming	12	4	1,2
2	Network Optimization Programming	8	4	1,2
3	Game Theory Programming	10	4	1,2
Total Contact Hours			30	

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)					End Semester Exam (50%)
		CLA-1 (10%)	CLA-2 (5%)	CLA-3 (5%)	Mid-term (10%)	Practical Internals (20%)	
Level 1	Remember	60%	40%	40%	40%	20%	20%
	Understand						
Level 2	Apply	40%	60%	60%	60%	80%	80%
	Analyse						
Level 3	Evaluate						
	Create						
Total		100%	100%	100%	100%	100%	100%

Recommended Resources

- Hillier , F.S& Lieberman, G.J. Introduction to Operations Research: Concepts and Cases"
- Ninth (or latest) Edition, McGraw Hill.
- Taha Hamdy An Introduction to Operations Research, 10th Edition , 2011, Pearson prentice Hall

Other Resources

- Best Operations Management Courses Online with Certificates [2024] | Coursera. (n.d.). Coursera. <https://www.coursera.org/courses?query=operations%20management>

Advanced Integrated Case Studies

Course Code	BBA 403	Course Category	Core				L	T	P	C
							1	1	0	2
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)						
Course Offering Department	Management	Professional / Licensing Standards								

Course Objectives / Course Learning Rationales (CLRs)

1. Learning the craft of writing highly effective cases.
2. Encourage working in different areas of business and management.
3. Use creative problem-solving approach.
4. Develop realistic solutions to complex problems by taking cognizance of different perspectives and being open-minded

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Solve an issue from multiple perspectives.	3	60%	80%
Outcome 2	Develop stronger critical thinking ability.	6	70%	70%
Outcome 3	Develop deeper understanding of management concepts.	6	60%	75%
Outcome 4	Develop a positive peer to peer relationships .	6	70%	70%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	3	2	3	2	2	-	2	1	3	2	3	2	3	1
Outcome 2	3	2	2	3	-	-	2	3	2	2	2	2	3	1
Outcome 3	3	-	2	3	-	3	3	2	3	2	2	2	3	1
Outcome 4	-	2	2	3	-	3	3	1	2	3	3	2	3	1
Average	3	2	2	3	2	2	3	2	3	2	2	2	3	1

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
I	Introduction to case study writing	3	1, 2	
	Types of case study	2	1, 2	
II	Prospect of developing case study	15	2, 3, 4	
	Steps in writing in case study	10	2, 3, 4	
III	Data collection and analysis	10	3, 4	
IV	Case presentation and preparation	20	3, 4	
	Total Contact Hours		60	

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (10%)		End Semester Exam (90%)	
		CLA (10%)		Theory	Project
		Theory	Project		
Level 1	Remember				
	Understand				
Level 2	Apply		40%		50%
	Analyse				
Level 3	Evaluate		60%		50%
	Create				
Total			100%		100%

Recommended Resources

1. Khang, A., Abdullayev, V., Hahanov, V., & Shah, V. (Eds.). (2024). Advanced IoT technologies and applications in the industry 4.0 digital economy. CRC Press.

Other Resources

1. Best Case Study Courses Online [2024] | Coursera. (n.d.-b). Coursera. <https://www.coursera.org/courses?query=case%20study>

Dissertation-I

Course Code	BBA 402	Course Category	RDIP	L	T	P	C
				0	0	6	6
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)			
Course Offering Department	Management	Professional / Licensing Standards					

Course Objectives / Course Learning Rationales (CLRs)

1. To illustrate research skills in planning, executing and reporting research.
2. To enhance independent learning and critical thinking.
3. To develop critical and in-depth knowledge in a particular domain area.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Use concepts and theories learnt earlier in the previous academic semesters	3	80%	70%
Outcome 2	Solve given real life problem	3	60%	50%
Outcome 3	Expertise in management research using statistical tools and techniques	4	70%	50%
Outcome 4	Develop team spirit and time management	4	60%	55%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	3	0	2	0	2	0	3	0	3	0		2	2	2
Outcome 2	3	2	3	2	2	0	3	0	3	0	2	3	3	3
Outcome 3	2	2	2	2	2	0	3	0	3	2	3	2	2	2
Outcome 4	2	0	0	0	0	0	0	3	3	3	3	2	2	2
Average	3	2	2	2	2	0	3	1	3	2	3	2	2	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Topic identification & finalisation of the title	1.5	1,2	
	Reading research papers & articles and summarising	1.5	1,2,3	
	Literature review & gap identification	1.5	3	
	Research Design & sample identification	1.5	2,3	
	Formulation of hypothesis	1.5	3,4	
Unit 2	Preparing & administering questionnaire	1.5	2,4	
	Data collection & validation	1.5	3,4	
	Data analysis	1.5	3	
	Findings and conclusion	1.5	2,3	
Unit 3	Report writing and Submission of Thesis	1.5	1,2,3,4	
Total Contact Hours			15	

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (30%)	End Semester Exam (70%)
		CLA-1 (30%)	
Level 1	Remember		
	Understand		
Level 2	Apply	50%	50%
	Analyse		
Level 3	Evaluate	50%	50%
	Create		
Total		100%	100%

Recommended Resources

1. Williams, K., & Reid, M. (2023). Planning your dissertation. Bloomsbury Publishing.
2. Germano, W. (2014). From dissertation to book. University of Chicago Press

Other Resources

1. Grad Coach. (2024, July 7). Dissertation & Thesis writing Courses - Grad coach. <https://gradcoach.com/online-courses/>

Dissertation-II

Course Code	BBA 404	Course Category	RDIP	L	T	P	C
				0	0	16	16
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)			
Course Offering Department	Management	Professional / Licensing Standards					

Course Objectives / Course Learning Rationales (CLRs)

1. To describe advanced research skills in the domain area of specialisation.
2. To enhance independent learning and critical thinking.
3. To develop critical and in-depth knowledge in a particular domain area.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Summarize research concepts and contexts clearly and effectively both in writing and orally.	2	70%	80%
Outcome 2	Engage in systematic delivery and critical review of appropriate and relevant information sources.	2	70%	80%
Outcome 3	Use advanced statistical tools and techniques in research work.	3	60%	70%
Outcome 4	Devise and engage in an independent and sustained critical investigation and evaluation of a chosen research topic relevant to the domain area	4	60%	80%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	3	3	2	2	2	2	3	1	3	3	3	2	3	2
Outcome 2	3	3	3	2	2	-	2	2	3	-	2	3	3	3
Outcome 3	2	2	3	2	3	-	2	2	2	2	3	3	2	2
Outcome 4	3	3	3	3	3	-	3	3	3	3	3	2	3	2
Average	3	3	3	2	2	2	3	2	3	2	3	2	2	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Topic identification & finalisation of the title	8	1,2	
	Reading research papers & articles and summarising	15	1,2,3	
	Literature review & gap identification	6	3	
	Research Design & sample identification	6	2,3	
	Formulation of hypothesis	6	3,4	
Unit 2	Preparing & administering questionnaire	9	2,4	
	Data collection & validation	10	3,4	
	Data analysis using statistical tools and techniques	10	3	
	Findings and conclusion	10	2,3	
Unit 3	Report writing and Submission of Thesis	10	1,2,3,4	
Total Contact Hours			90	

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (40%)		End Semester Exam (60%)
		CLA-1 (20%)	CLA-2 (20%)	
Level 1	Remember	50%	50%	50%
	Understand			
Level 2	Apply	50%	50%	50%
	Analyse			
Level 3	Evaluate			
	Create			
Total		100%	100%	100%

Recommended Resources

1. Maine, H. S. (2024). Dissertations on early law and custom; chiefly selected from lectures delivered at Oxford. BoD–Books on Demand.

Other Resources

1. The Essentials of Thesis Writing | Online course | Alison. (n.d.). <https://alison.com/course/the-essentials-of-thesis-writing>

Corporate Finance

Course Code	BBA F01	Course Category		L	T	P	C
				2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)			
Course Offering Department	Management	Professional / Licensing Standards					

Course Objectives / Course Learning Rationales (CLRs)

1. To illustrate the students to interpret the project proposals by applying the capital budgeting techniques.
2. To identify the working capital requirements of the company and the sources of working capital.
3. To explain the students to plan the cash, receivables, and inventory management requirements of the company.
4. To explain the students to interpret the company's capital structure and dividend decisions

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Explain the various theories related to dividend policies of the firms.	1	60%	75%
Outcome 2	Classify the project proposals by applying the capital budgeting techniques.	2	80%	75%
Outcome 3	Summarize the working capital requirements of a firm.	2	50%	60%
Outcome 4	Relate the role of financing decisions, cash, receivables, and inventory management policy of the firm.	4	70%	65%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	3	3	3	2	2	-	-	2	-	2	3	3	2	3
Outcome 2	3	3	3	3	2	-	2	2	2	2	3	3	2	3
Outcome 3	2	3	3	3	-	-	-	2	2	2	2	3	2	3
Outcome 4	3	3	3	3	2	-	2	2	3	3	3	3	2	3
Average	2.75	3	3	2.75	1.5	-	1	2	1.75	2.75	2.75	3	2	3

Course Unitization Plan

Unit No.	Syllabus Topics	Required Learning Hours	CLOs Addressed	References Used
Unit No. 1	Introduction: Overview and scope of financial management. Functions of finance	8	1	1
Unit No. 2	Risk, return and valuation: Interest rates Risk and returns. Bond & Equity pricing (basics)	10	1	1
Unit No. 3	Long term financing: Techniques for project risk analysis Internal Rate of Return, Modified IRR, Profitably Index Method, Capital Rationing	10	1,2	1
Unit No. 4	Short term financing: Determination of Working Capital Determining Financing Mix of Working Capital Management of Cash Receivables Management Inventory Management	12	1,2,3	1
Unit No. 5	Capital structure and dividend policy: Capital Structure theories & approaches. Dividend Policy Decision & models	5	2,3	1

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (75%)											End Semester Exam (25%)		
		CLA-1 (15%)		CLA-2 (10%)		CLA-3 (10%)		Participation (10%)		Mini Project (15%)		Project Presentation & Viva Voce (15%)			
		Th	Pr	Th	Pr	Th	Pr	Th	Pr	Th	Pr	Th			P
Level 1	Remember	30%	30%	20%	20%	30%	30%	20%	20%		100%		100%	20%	20%
	Understand														
Level 2	Apply	20%	20%	30%	30%	20%	20%	30%	30%					30%	30%
	Analyse														
Level 3	Evaluate														
	Create														
Total		50%	50%	50%	50%	50%	50%	50%	50%	50%	100%		100%	50%	50%

Recommended Resources

1. Michael C. Ehrhardt & Eugene F. Brigham, A focussed approach- Corporate Finance, Edition, Thomson South-Western publication

Other Resources

1. Best Corporate Finance Courses Online with Certificates [2024] | Coursera. (n.d.). Coursera. <https://www.coursera.org/courses?query=corporate%20finance>

Digital Finance

Course Code	BBA F02	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. To define the concept of digital finance and fintech.
2. To describe the importance of technologies in digital finance.
3. To interpret the role of FinTech in digital banking and financial services.
4. To interpret the regulation in FinTech.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Describe the concepts of digital finance and fintech.	2	75%	80%
Outcome 2	Articulate the application of various technologies in digital finance.	3	70%	75%
Outcome 3	Use the financial regulatory technique in FinTech.	3	70%	60%
Outcome 4	Illustrate FinTech in digital banking and financial services.	4	60%	55%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	2	2	3	2	1	1	2	2	1	1	2	3	3	3
Outcome 2	3	2	2	2	1	1	2	2	2	2	2	3	2	3
Outcome 3	3	3	3	2	1	1	2	3	2	3	3	3	2	3
Outcome 4	3	3	2	2	1	1	2	2	2	2	3	3	3	3
Average	2.75	2.5	2.5	2	1	1	2	2.25	1.75	2	2.5	3	2.5	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Introduction to digital finance, Fintech	9		
	Evolution, Innovations in Digital Finance	5	1	2
	Digital disruptions in digital finance	4	1	2
Unit 2	Technologies in Digital Finance	9		
	Block chain, Crypto currencies	5	2	2, 1
	Robo Advisors, IoT, cloud computing	4	2	2, 1
Unit 3	FinTech in Financial Services, Digital Banking	9		
	FinTech in Banks, Insurance, Real Estate, digital payments	5	3	2, 3
	Digital financial transactions, online banking, mobile banking, digital only banking	4	3	2, 3
Unit 4	Regulations in digital finance	9		
	Regtech, Cybersecurity	5	4	2
	Ethics and Risks in digital finance	4	4	2
Unit 5	Project Work	9		
	Research on digital Finance/FinTech	5	3,4	2
	Report submission and presentation	4	3,4	2
Total Contact Hours			45	

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)				End Semester Exam (50%)
		CLA-1 (10%)	Mid-1 (15%)	CLA-2 (10%)	Mid-2 (15%)	
Level 1	Remember	40%	60%	60%	50%	50%
	Understand					
Level 2	Apply	60%	40%	40%	50%	50%
	Analyse					
Level 3	Evaluate					
	Create					
Total		100%	100%	100%	100%	100%

Recommended Resources

1. Baxter Hines, Digital Finance: Security Tokens and Unlocking the Real Potential of Blockchain, Wiley.
2. Sanjay Phadke, Fintech Future: The Digital DNA Of Finance, SAGE.
3. Perry Beaumont, Digital Finance, Routledge

Other Resources

1. Digital transformation in financial services. (n.d.). Coursera. <https://www.coursera.org/specializations/digital-transformation-financial-services>

Securities and Portfolio Management

Course Code	BBA F03	Course Category		L	T	P	C
				2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)			
Course Offering Department	Management	Professional / Licensing Standards					

Course Objectives / Course Learning Rationales (CLRs)

1. To Describe the concepts of investments
2. To Explain about fixed income securities
3. To illustrate about creating a portfolio
4. To interpret the investment management strategies

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Compare and contrast the investment alternatives.	2	70%	60%
Outcome 2	Articulate returns from fixed income securities.	3	80%	70%
Outcome 3	categorize the risks involved in portfolios	4	80%	80%
Outcome 4	Appraise the portfolio management strategies.	5	70%	70%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning			
Outcome 1	2	2	3	2	1	1	2	2	1	1	2	3	3	3
Outcome 2	3	2	2	2	1	1	2	2	2	2	2	3	2	3
Outcome 3	3	3	3	2	1	1	2	3	2	3	3	3	2	3
Outcome 4	3	3	2	2	1	1	2	2	2	2	3	3	3	3
Average	2.75	2.5	2.5	2	1	1	2	2.25	1.75	2.5	2.5	3	2.5	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Introduction to Investments			
	Introduction, Investment Process,	3	1	1
	Criteria for Investment,	2	1	1
	Alternatives of investments	1	1	1
Unit 2	Fixed Income securities			
	Time value of money	3	2	1
	Bond pricing, Bond yields.	3	2	1
	Macaulay Duration and Modified Duration	4		
Unit 3	Modern Portfolio Theory			
	Diversification and Portfolio Risks,	3	3	2
	CAPM	4	3	2
	Multifactor models,	3	3	2
Unit 4	Portfolio Management			
	Portfolio Management Process,	4	3	2
	Portfolio Strategy	2	3	2
	Markowitz portfolio model	4	3	2
Unit 5	Investment Management			
	Active vs passive investment management,	1	4	2
	Entry / Exit load, Net Asset	2	4	2
	Mutual Funds	2	4	2
Total Contact Hours				

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)			End Semester Exam (50%)
		CLA-1 (10%)	CLA-2 (20%)	CLA-3 (20%)	
Level 1	Remember	40%	40%	40%	40%
	Understand				
Level 2	Apply	40%	40%	40%	40%
	Analyse				
Level 3	Evaluate	20%	20%	20%	20%
	Create				
Total		100%	100%	100%	100%

Recommended Resources

1. Fischer, D.E. & Jordan, R.J. Security Analysis and Portfolio Management. Pearson Education.
2. Chandra, Prasanna, Investment Analysis and Portfolio Management. Tata McGraw Hill Education Private Limited.

Other Resources

1. Security Analysis & Portfolio Management - course. (n.d.)https://onlinecourses.nptel.ac.in/noc21_mg99/preview

Corporate and Retail Banking

Course Code	BBA F06	Course Category		L	T	P	C
				2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)			
Course Offering Department	Management	Professional / Licensing Standards					

Course Objectives / Course Learning Rationales (CLRs)

1. To define the retail and corporate banking industry and digital banking
2. To describe the retail banking products and marketing of retail banking products.
3. To illustrate the issues of corporate and retail banking.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Describe retail and corporate banking industry.	1	70%	60%
Outcome 2	summarize retail banking products and marketing of retail banking products.	2	75%	65%
Outcome 3	Articulate the issues of corporate and retail banking.	3	65%	55%
Outcome 4	Illustrate the digital banking.	4	60%	50%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	2	3	1	1	2		1	1		1		3	1	1
Outcome 2	2	3	2	2	2		1	1		3		3	3	2
Outcome 3	2	3	3	2	2		1	1		3		3	2	2
Outcome 4	2	3	2	3	2		1	1		2		3	2	3
Average	2	3	2	2	2		1	1		2.25		3	2	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
	Introduction			
Unit 1	History and definition, Role within the bank operations, Applicability of Retailing concepts distinction between Retail and Corporate / Wholesale Banking.	7	1	1, 2, 3
	Retail Products			
Unit 2	Retail Products Overview, The approval process for retail loans, and credit scoring, Important Asset Products such as Home Loans, Auto / Vehicle Loans, Educational Loans, Credit / Debit Cards, Other Products / Remittances / Funds Transfer.	9	2	1, 2, 3
	Marketing/selling of retail products.			
Unit 3	Retail Strategies, Delivery Channels, Selling Process in Retail Products-Direct Selling Agents, Customer Relationship Management, Regulations and compliance, Technology for Retail Banking.	8	2	1, 2, 3
	Issues of Retail Banking			
Unit 4	Securitisation, mortgage-based securities, Trends in retailing – New products like Insurance, Demat services, online / Phone Banking, Property services, Investment advisory / Wealth management, Reverse Mortgage – Growth of e-banking, Cross-selling opportunities, Recovery of Retail Loans – Defaults, Rescheduling, recovery process, SARAFAESI Act, DRT Act, use of Lok Adalat forum. Recovery Agents – RBI guidelines.	10	3	1, 2, 3
	Digital Banking			
Unit 5	Digital Banking Products, Cards, EMV technology, ATMs, Cash Deposit machines, Cash Recyclers, Mobile Banking, Internet Banking, POS terminals, Branchless Banking, Payment Systems, <u>Marketing</u> of Digital Banking Products, New Developments.	11	4	1, 2, 3
Total Contact Hours			45	

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)				End Semester Exam (50%)
		CLA-1 (10%)	Mid-1 (15%)	CLA-2 (10%)	Mid-2 (15%)	
Level 1	Remember	60%	40%	60%	40%	40%
	Understand					
Level 2	Apply	40%	60%	40%	60%	60%
	Analyse					
Level 3	Evaluate					
	Create					
Total		100%	100%	100%	100%	100%

Recommended Resources

1. Khan, M. Y. (2011). Indian Financial System. <http://ci.nii.ac.jp/ncid/BA54814009>
2. Indian Institute of Banking & Finance, Retail Banking, Mumbai.
3. Fundamentals of Retail Banking – Himalaya Publishing House. (n.d.).

Other Resources

1. Investment banking: M&A and initial public offerings. (2022, September 12). Coursera.
2. <https://www.coursera.org/learn/investment-banking-mergers-acquisitions-ipo>

Management Accounting

Course Code	BBA F07	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. Explain basic concepts, importance & functions of Management Accounting.
2. Identify the material, labour and other direct costs
3. Describe three important methods of charging direct material costs to production.
4. Describe the nature and purpose of budgeting and budgetary control and outline its behavioural consequences.
5. Use contribution analysis in managerial decision making and assess its usefulness in problem solving.
6. Incorporate costs and financial data into specific decision-making situations.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Explain the significance of basic concepts, importance & functions of Management Accounting.	2	65%	70%
Outcome 2	Evaluate the nature of costs and calculate prime costs in a business situation.	5	60%	65%
Outcome 3	List the steps involved in operating budgetary control system and prepare fixed and flexible budgets.	1	55%	60%
Outcome 4	Prepare a Master budget and demonstrate an understanding of the relationship between the components.	3	50%	55%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	3	2	2	3	1				2	2	3	3	1	1
Outcome 2	2	3	3	3				1	2	3	2	3	3	1
Outcome 3	3	3	3	3	2			2	2	1	2	3	3	1
Outcome 4	3	3	3	3	1			3	2	3	2	3	3	2
Average	3	3	3	3	2				2	2	2	3	3	2

Course Unitization Plan- Theory

Unit No.	Unit Name	Required Contact Hours	COs Addressed	References Used
Unit 1	Introduction to the course	1	1	1,2
	Management Accounting Introduction, Nature and purpose	2	1	1,2
	Main functions & Behavioural considerations	1	1	1,2
Unit 2	Classification of costs	1	1,2	1,2
	Direct Materials, methods of charging direct material costs to production	2	1,2	1,2
	Direct Labour and other Direct Costs	1	1,2	1,2
	Indirect Costs	2	1,2	1,2
Unit 3	Production and non-production overheads	2	1,2	1,2
	Budgeting – Budgets and Budgetary controls	1	3	1,2
Unit 4	Procedures & Functional budgets	2	3,4	2
	Contribution Analysis- CVP analysis	3	2,5	1,2
Unit 5	Fixed and Flexible budget	2	3,4	1,2
	Special Decisions – incremental analysis	2	2,5	1,2
	Make or buy decision, Sell or further process decision	2	5	3
	Closure or shut down decision, Product Mix decision	2	5	3
	Special order decisions	2	5	3
	Pricing Decision	2	5	
	Total Contact Hours		30	

Course Unitization Plan- Practical

No.	Unit Name	Required Contact Hours	COs Addressed	References Used
Unit 1	Assignment on Management Accounting - introduction	2	1	
Unit 2	Practical problems on classification of costs	4	1,2	
Unit 3	Preparation of Functional Budgets	4	3,4	
	Harvard case	2	1,2,3,4,5	
Unit 4	CVP Analysis – Practical problems	2	2,5	
	Fixed and Flexible Budgets analysis	4	3,4	
Unit 5	Special Decisions – Practical Problems	10	5	
	Harvard case	2	1,2,3,4,5	
	Total Contact Hours		30	

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)
		CLA-1 (10%)		CLA -2 (10%)		CLA- 3 (10%)		CLA-4 (20%)		
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	
Level 1	Remember	20%	30%	-	-	10%	-	-	-	20%
	Understand									
Level 2	Apply	10%	40%	-	-	40%	20%	-	-	50%
	Analyse									
Level 3	Evaluate	-	-	50%	50%	10%	20%	-	-	30%
	Create									
Total		30%	70%	50%	50%	60%	40%	100%		100%

Recommended Resources

- Accounting for non-accounting students, John R. Dyson, 10th Edition, FT Prentice Hall.
- Introduction to Management Accounting, Charles T. Horngren, Gary L. Sundem, Dave Burgstahler and Jeff O. Schatzberg, 16th Edition, Pearson Publications
- Harvard Business Press published "Preparing a Budget" (ISBN- 13: 978-1-4221-3648-5) – HBSP reference 12347-PDF-ENG.

Other Resources

- Relevant videos from Coursera - Management Accounting Fundamentals, Luann J. Lynch, Almand R. Coleman Professor of Business Administration, University of Virgi

Direct Taxes

Course Code	BBA F08	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. To describe the direct taxes.
2. To discover the tax on income from salary and house properties.
3. To articulate the tax on profit and gains from business and profession.
4. To illustrate tax on capital gain and income from other sources.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Interpret direct taxes.	2	70%	60%
Outcome 2	Articulate tax on income from salary and house properties.	3	75%	65%
Outcome 3	Categories the tax on profit and gains from business and profession.	4	65%	55%
Outcome 4	Illustrate tax on capital gain and income from other sources.	4	60%	50%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	2	3	1	1	2	0	1	1	0	1		3	1	1
Outcome 2	2	3	2	2	2	0	1	1	0	3		3	3	2
Outcome 3	2	3	3	2	2	0	1	1	0	3		3	2	2
Outcome 4	2	3	2	3	2	0	1	1	0	2		3	2	3
Average	2	3	2	2	2	0	1	1	0	2.25		3	2	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Introduction			
	Direct Taxes –Features and History of Income Tax in India –Definitions and Basic Concepts of Income Tax- Definitions: Assessee – Deemed Assessee – Assessee-in-default – Assessment Year – Previous Year - Person – Agricultural Income – Heads of Income – Gross Total Income – Total Income — Incomes Exempt from Tax-Residential Status and Scope of Total Income: Meaning of Residential Status – Conditions applicable to an Individual Assessee – Incidence of Tax – Types of Incomes.	8	1	1, 2, 3, 4
Unit 2	Income from Salary			
	Definition of ‘Salary’ – Characteristics of Salary – Computation of Salary Income: Salary u/s 17(1) –Annual Accretion – Allowances – Perquisites – Profits in lieu of Salary – Deductions u/s. 16 -Problems on computation of Income from Salary-Deductions pertaining to individual Assessee.	8	2	1, 2, 3, 4
Unit 3	Income from House Property			
	Chargeability of ‘House Property’ – Exempted House Property incomes– Annual Value – determination of Annual Value for Let-out House and Self-occupied House – Deductions u/s.24 – Problems on computation of Income from House Property.	9	2	1, 2, 3, 4
Unit 4	Profit and Gains of Business and Profession			
	Definition of ‘Business and Profession’ – Procedure for computation of Income from Business – Revenue and Capital nature of Incomes and expenses – Allowable Expenses u/s. 30 to 37 – Expenses expressly disallowed – Deemed Profits. Depreciation: Meaning – Conditions for charge of depreciation – Problems on computation of Income from Business. Income from Profession: Rules– procedure – problems on computation of Income from Profession.	10	3	1, 2, 3, 4
Unit 5	Capital Gains and Income from Other Sources			
	Introduction - Meaning – Scope of charge – Basis of charge – Short term and Long term Capital Assets – Transfer of Capital Asset – Deemed transfer – Determination of Cost of Acquisition – Procedure for computation of Long-term and Short-term Capital Gains/Losses – Exemptions in respect of certain Capital Gains u/s. 54,54B,54EC and 54F only, General Incomes u/s. 56(1) – Specific Incomes u/s. 56(2) – Dividends u/s. 2(22) – Winnings from lotteries Puzzles, crown world puzzles, Races – Interest on Securities – Gifts received by an Individual – Casual Income – Family Pension – Rent received on let out of Furniture- Plant and Machinery with/without Building – Deductions u/s. 57.	10	4	1, 2, 3, 4
Total Contact Hours			45	

Learning Assessment

Bloom’s Level of Cognitive Task		Continuous Learning Assessments (50%)				End Semester Exam (50%)
		CLA-1 (10%)	Mid-1 (15%)	CLA-2 (10%)	Mid-2 (15%)	
Level 1	Remember	60%	50%	60%	40%	40%
	Understand					
Level 2	Apply	40%	50%	40%	60%	60%
	Analyse					
Level 3	Evaluate					
	Create					
Total		100%	100%	100%	100%	100%

Recommended Resources

1. Gaur ,V.P. & Narang D.B, Income Tax Law and Practice,Kalyani Publishers.
2. Singhanian ,Vinod K. &.Singhanian, Kapil, Direct Taxes Law & Practice:,Taxmann
3. Lal , B.B.,, Income Tax, Pearson Education.
4. Saha, R.G. Taxation ,Himalaya Publishing House Pvt. Ltd.

Other Resources

1. Direct Tax - Laws and Practice - course. (n.d.)https://onlinecourses.swayam2.ac.in/cec21_cm02/preview

Financial Planning and Wealth Management

Course Code	BBA F09	Course Category		L	T	P	C
				2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)			
Course Offering Department	Management	Professional / Licensing Standards					

Course Objectives / Course Learning Rationales (CLRs)

1. To describe the importance of Wealth Management.
2. To illustrate the features of different wealth management instruments.
3. To devise a plan for wealth Management for client
4. To appraise implementation of plans

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Describe the concepts of wealth management	1	60%	75%
Outcome 2	Compare and contrast pros and cons of wealth management instruments.	2	70%	75%
Outcome 3	Devise appropriate strategy/plans for given scenarios.	4	60%	70%
Outcome 4	Illustrate the implementation of strategies.	4	50%	60%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	2	2	3	2	1	1	2	2	1	1	2	3	3	3
Outcome 2	3	2	2	2	1	1	2	2	2	2	2	3	2	3
Outcome 3	3	3	3	2	1	1	2	3	2	3	3	3	2	3
Outcome 4	3	3	2	2	1	1	2	2	2	2	3	3	3	3
Average	2.75	2.5	2.5	2	1	1	2	2	1.75	1	2.5	3	2.5	3

Course Unitization Plan

Unit No.	Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Basics of Fin. Planning & Wealth management	6		
	Introduction of Wealth Management	1	1	1,2
	Uses of Financial planning.	2		
	Life cycle	1		
	Wealth management cycle.	1		
	Role of Financial planner	1		
Client Goals & constraints, Client education:	9			
Unit 2	Client Profiling	2	1,2	1,2
	Goal setting & Prioritization	2		
	Sources of Risk	3		
	Market Timing Fallacy	2		
	Asset Classes:	12		
Unit 3	Equity asset Class	3	2,3	1,2
	Debt Asset Class	3		
	Gold as asset	3		
	Real assets as asset Class	3		
	Role of insurance in WM and taxation	14		
Unit 4	Tax slabs	1	2,3,4	1,2
	Features of instruments U/S 80(C), 80(D), 80(E) .	4		
	Tax liabilities, Assessment	4		
	Practical problems	5		
	Retirement Planning & Wealth mana. Strategies.	4		
Unit 5	Retirement Planning	2	3,4	1,2
	Estate planning.	2		
	Total Contact Hours	45		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)				End Semester Exam (50%)
		CLA-1 (15%)	CLA 2 (10%)	CLA-3 (10%)	Mid Term (15%)	
Level 1	Remember	75%	75%	60%	70%	65%
	Understand					
Level 2	Apply	25%	25%	40%	30%	35%
	Analyse					
Level 3	Evaluate	-	-	-	-	-
	Create					
Total		100%	100%	100%	100%	100%

Recommended Resources

1. Shankaran Sunder, Wealth Engine ,Vision Publication
2. Financial Planning & Wealth Management , IIBF
3. ET Intelligence

Other Resources

1. ET Intelligence Best Financial Planning Courses Online with Certificates [2024] | Coursera. (n.d.). Coursera. <https://coursera.org/courses?query=financial%20planning>

Financial Risk and Derivatives Management

Course Code	BBA F10	Course Category		L	T	P	C
				2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)			
Course Offering Department	Management	Professional / Licensing Standards					

Course Objectives / Course Learning Rationales (CLRs)

1. To Explain the importance of financial risk.
2. To describe the features of different derivatives instruments.
3. To illustrate the practical usage of derivatives.
4. To devise Risk management mechanism

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Define the basic concepts of derivatives.	1	65%	75%
Outcome 2	Illustrate the pros and cons of derivative instruments.	1	70%	75%
Outcome 3	Plan suitable strategies with derivatives.	4	60%	75%
Outcome 4	Connect the results of strategies with various price levels of market.	4	60%	65%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	2	2	3	2	1	1	2	2	1	1	2	3	3	3
Outcome 2	3	2	2	2	1	1	2	2	2	2	2	3	2	3
Outcome 3	3	3	3	2	1	1	2	3	2	3	3	3	2	3
Outcome 4	3	3	2	2	1	1	2	2	2	2	3	3	3	3
Average	3	2	2	2	1	1	2	2	2	1	2	3	2	3

Course Unitization Plan

Unit No.	Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Introduction to Financial Risk	12	1,2	1,2
	Introduction to Financial Risk and types	2		
	Role of Fin. Risk in Institutions	2		
	Financial Markets & Products	3		
	Valuation and models	5		
Unit 2	Forwards and Futures	10	1,2	1,2
	Introduction to Forwards, features & settlement process	2		
	Introduction to futures, features and settlement process	2		
	Different futures traded in Indian Market	2		
	Practical problems & Hedge concept using futures	4		
Unit 3	Financial Options	15	2,3,4	1,2
	Introduction to options contract,	3		
	Types of options	2		
	Practical Problems related to options	4		
	Determinants of option pricing, Black & Shole model	3		
	Hedge by using options	3		
Unit 4	Financial Swaps	6	3,4	1,2
	Introduction of swaps	2		
	Types of swaps and practical usage	2		
	Practical problems	2		
Unit 5	Risk Management	2	3,4	1,2
	Risk Management techniques used by Clearing House	2		
Total Contact Hours			45	

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)				End Semester Exam (50%)
		CLA-1 (15%)	CLA 2 (10%)	CLA-3 (10%)	Mid (15%)	
Level 1	Remember	60%	50%	20%	50%	60%
	Understand					
Level 2	Apply	40%	50%	80%	50%	40%
	Analyse					
Level 3	Evaluate					
	Create					
Total		100%	100%	100%	100%	100%

Recommended Resources

1. Hull,C , John ,Financial Derivatives ,Pearson Education Ltd.
2. National Institute of Securities Market, Equity Derivatives

Other Resources

1. www.nseindia.com
2. Garp.com

Financial Modelling

Course Code	BBA FA4	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. To define the importance and the concepts of financial modelling.
2. To identify the financial functions available in MS Excel to build financial models.
3. To use MS Excel in Accounting and Portfolio formation.
4. To articulate the financial model building process

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Describe the basics of financial modelling for decision-making.	1	70%	70%
Outcome 2	Identify the appropriate MS Excel tools for financial analysis.	1	80%	70%
Outcome 3	Use the MS Excel tools in accounting and portfolio selection.	3	80%	80%
Outcome 4	Discover the appropriate MS Excel functions and Macros to build financial models.	3	75%	70%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	3	0	0	0	0	0	0	0	2	0	2	3	3	3
Outcome 2	3	3	3	0	0	2	0	0	2	0	2	3	3	3
Outcome 3	3	3	3	0	0	0	0	0	2	0	2	3	3	3
Outcome 4	3	3	3	2	3	0	0	0	2	0	2	3	3	3
Average	3	2	3	2	3	2	0	0	2	0	2	3	3	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	UNDERSTANDING THE BASIC FEATURES OF EXCEL	12		
	Introduction to modelling, introduction to excel	3	1	1
	Understanding advanced features of excel database functions in excel, creating charts using forms and control toolbox	3	1	1
	Understanding finance functions present in excel,	3	1	1
	Creating dynamic models	3	1	1
Unit 2	SENSITIVITY ANALYSIS USING EXCEL	10		
	Scenario manager, other sensitivity analysis features	3	2	1
	simulation using excel different statistical distributions used in simulation generating random numbers that follow a particular distribution	4	2	1
	Building models in finance using simulation	3	2	1
Unit 3	EXCEL IN ACCOUNTING	14		1
	Preparing common size statements directly from trial balance, forecasting financial statements using excel	4	3	1
	Analysing financial statements by using spreadsheet model, excel in project appraisal	3	3	1
	Determining project viability. Risk analysis in project appraisal, simulation in project appraisal	3	3	1
	Excel in valuation, determination of value drivers, discontinued cash flow valuation, risk analysis in valuation	4	3	1
Unit 4	EXCEL IN PORTFOLIO THEORY	12		1
	Determining efficient portfolio, creating dynamic portfolios	3	3	1
	Portfolio insurance, fixed income portfolio management using excel	3	3	1
	Excel in derivatives black and schols model in excel, Greeks in excel	3	3	1
	Real options valuation, building a mega model	3	3	1
Unit 5	UNDERSTANDING SUBROUTINES AND FUNCTIONS AND BUILDING SIMPLE FINANCIAL MODELS USING SUBROUTINES AND FUNCTION	12		1
	Recording and editing macros, subroutines and functions	3	4	1
	Decision rules, message box and input box	3	4	1
	Debugging, designing advanced financial models using visual basic application user forms	3	4	1
	Other advanced features, actual model building	3	4	1
Total Contact Hours			60	

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)				End Semester Exam (50%)
		CLA-1 (10%)	Mid-1 (15%)	CLA-2 (10%)	Mid-2 (15%)	
Level 1	Remember	50%	40%	50%	40%	35%
	Understand					
Level 2	Apply	50%	60%	50%	60%	65%
	Analyse					
Level 3	Evaluate					
	Create					
Total		100%	100%	100%	100%	100%

Recommended Resources

1. Special Edition Using Microsoft Excel 2000 by Blattner, Ulrich, Cook, and Dyck (QUE Macmillan).

Other Resources

1. Business and financial modeling. (n.d.-b). Coursera. <https://www.coursera.org/specializations/wharton-business-financial-modeling>

Digital Marketing

Course Code	BBA M01	Course Category		L	T	P	C
				2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)			
Course Offering Department	Management	Professional / Licensing Standards					

Course Objectives / Course Learning Rationales (CLRs)

1. Explain the student with an overall view of the Digital Marketing space.
2. Summarise students with the techniques that can be used for marketing in the digital/internet world.
3. Articulate competency in students to develop Marketing Strategy using various tools available to manage consumers and content on the internet.
4. Teach future managers in forming digital marketing plans to manage the digital marketing performance efficiently.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Use digital marketing knowledge to given marketing campaign scenarios to develop a comprehensive digital marketing strategy.	3	75%	60%
Outcome 2	Use digital marketing techniques to given scenarios within the internet / digital marketing space.	3	60%	50%
Outcome 3	Develop a comprehensive digital marketing strategy.	6	70%	55%
Outcome 4	Design digital marketing plan to manage a digital marketing performance efficiently.	6	60%	50%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	3	2	3	2	2	1	0	0	0	2	0	3	2	3
Outcome 2	3	3	3	3	3	2	0	0	0	3	0	3	3	2
Outcome 3	3	3	3	3	3	2	0	0	0	2	0	2	3	2
Outcome 4	3	3	3	3	3	2	0	0	0	3	0	3	3	3
Average	3	3	3	3	3	2	0	0	0	3	0	3	3	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	The Technological Society: Introduction to internet and WWW technology including security. Introduction to digital marketing and e-commerce: Business models, Business Models on the Web.	4	1	1, 2, 3
	Public policy: social, legal, ethical, political issues for e-commerce. Mobile e-commerce, Killer apps for strategic goals. Retailing (e-tailing), Disintermediation, Channel conflict.	4	1,2	1, 2
	Pricing Strategies in fluid e-retail markets - Services online: Online content & digital media, B2B e-commerce, Global opportunities and issues	4	1,2	1, 2
Unit 2	Marketing in the Age of Fragmentation: Mapping Digital Marketing Media, The Long Tail, The Economics of the Attention Economy, Goldhaber's Attention Economy.	4	1,2,3	1, 2
	Know your customer - Buyer behaviour, segmentation, targeting. The customer experience - Web design	4	1,2	1, 2
	Customer service, Quality of the online experience. Characteristics of E Marketing: Addressability, Interactivity, Accessibility, Connectivity, Control.	4	1,2	1, 2
Unit 3	Digital Marketing Tools: Overview, the website, branding, banner ads, affiliate marketing. Paid search, search engine optimization (SEO), comparison shopping engines.	4	1,3	1, 2, 3
	Email, RSS, podcasting, Blogs, Viral, Wikis, CRM. Auctions, Portals. Online Branding: When they talk back... Communication and Branding in the Networked Economy.	4	1,3	1, 2, 3
	Search Engine Marketing. Online Communities and Innovation Communities, Mass Collaboration and Crowd- sourcing: How does the Internet help Innovate? Social networks, Value Creation through Social Networking.	4	1,2,3	1, 2, 3
Unit 4	Web analytics & marketing metrics: Marketing research. The New Rules of Customer Intelligence: Laboratory Marketing and Customer Branding.	2	2,3	1, 3
	Understanding Digital Analytics, Acquisition, Engagement and Conversion, Measuring Social Impact	2	2,3	1, 3
	Multi-Touch Analytics, Mobile Analytics, The Future of Digital Analytics: Big Data.	2	2,3	1, 3
Unit 5	Project on web marketing: Each student shall undertake a project on web marketing and submit it as a document (Word or PDF) or PowerPoint and also have to present the presentation	3	2,3,4	1, 2, 3
Total Contact Hours		45		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)			End Semester Exam (50%)
		CLA-1 (15%)	CLA-2 (15%)	CLA-3 (20%)	
Level 1	Remember	60%	60%	20%	60%
	Understand				
Level 2	Apply	40%	40%	80%	40%
	Analyse				
Level 3	Evaluate	100%	100%	100%	100%
	Create				
Total		100%	100%	100%	100%

Recommended Resources

1. Kotler, P., Kartajaya, H., & Setiawan, I. (2017). Marketing 4.0: Moving from Traditional to Digital. John Wiley & Sons, Inc., Cop.
2. Ryan, D., & Jones, C. (2009). Understanding digital marketing : marketing strategies for engaging the digital generation. Kogan Page.
3. Gupta, S. (n.d.). Digital Marketing. In Google Books. McGraw Hill Education. Retrieved July 10, 2024, from https://books.google.co.in/books/about/Digital_Marketing.html?id=w8lcDwAAQBAJ&redir_esc=y
4. Digital Marketing. (2024). Swayam2.Ac.in. https://onlinecourses.swayam2.ac.in/cec24_mg02/preview

Brand Management

Course Code	BBA M02	Course Category		L	T	P	C
				2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)			
Course Offering Department	Management	Professional / Licensing Standards					

Course Objectives / Course Learning Rationales (CLRs)

1. Identify the various concepts of brand management.
2. Summarize an understanding of the major paradigms of brand building.
3. Articulate the relevant theories and concepts to various practices of brand building
4. Discover the reasons for the success or/and failure of major brands

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Identify the concepts of brand management.	1	70%	60%
Outcome 2	Interpret the paradigms of brand building.	2	60%	50%
Outcome 3	Relate theories and concepts to the practices of brand building.	3	60%	50%
Outcome 4	Develop the reasons for the success or/and failure of brands.	6	70%	60%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)											PSO 1	PSO 2	PSO 3
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning			
Outcome 1	3	2	1	1	1	1	2	1	3	1	1	3	1	2
Outcome 2	3	2	2	2	1	1	2	1	3	2	1	3	2	3
Outcome 3	3	2	3	3	1	1	2	1	3	2	2	3	3	3
Outcome 4	3	3	3	3	1	2	3	1	3	3	2	3	3	3
Average	3	2	2	2	1	1	2	1	3	2	1	3	2	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Introduction to brand management	8		
	What is a brand? Why do brands matter?	2	1,2	1, 2
	Branding challenges and opportunities	3	1,2	1, 2
	Brand equity concept	3	1,2	1, 2
Unit 2	Brand Equity Models:	6		
	Brand Asset Valuation	2	2,3	1, 2
	Aaker Model	2	2,3	1, 2
	Brand Resonance	2	2,3	1, 2
Unit 3	Identifying and Establishing Brand Positioning and Values:	10		
	Customer based Brand equity, Brand knowledge, Sources of brand equity - Brand Awareness	4	3,4	1, 2
	Brand Image, The Four steps of brand building, creating customer value	3	3,4	1, 2
	Identifying and establishing brand positioning, Positioning guidelines	3	3,4	1, 2
Unit 4	Planning and Implementing Brand Marketing Programs:	10		
	Choosing brand elements to build brand equity, Options and tactics for Brand	3	2,3,4	1,2
	New perspectives on marketing, integrating marketing communication to build brand equity	4	2,3,4	1, 2
	Conceptualizing the leveraging process, Co- branding	3	2,3,4	1, 2
Unit 5	Measuring and Interpreting Brand Performance:	11		
	The brand value chain, Capturing customer mindset through quantitative research techniques	3	3,4	1,2
	Growing and Sustaining Brand Equity: Brand architecture, Brand hierarchy, Designing brand strategy	4	3,4	1, 2
	New products, Brand extensions- advantage and disadvantage, Reinforcing brands, Revitalizing brands.	4	3,4	1, 2
Total Contact Hours			45	

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)			End Semester Exam (50%)
		CLA-1 (20%)	CLA-2 (15%)	CLA-3 (15%)	
Level 1	Remember	40%	50%	40%	50%
	Understand				
Level 2	Apply	50%	40%	50%	40%
	Analyse				
Level 3	Evaluate	10%	10%	10%	10%
	Create				
Total		100%	100%	100%	100%

Recommended Resources

1. Keller, K. L., & Swaminathan, V. (2019). Strategic Brand Management: Building, measuring, and Managing Brand Equity, Global Edition. Pearson UK.
2. Kapferer, J. (2004). The new strategic brand management: Creating and Sustaining Brand Equity Long Term. Kogan Page Publishers.
3. Nptel, online courses and certification, Learn for free. (n.d.). Archive.nptel.ac.in. Retrieved July 10, 2024, from <https://archive.nptel.ac.in>

Sales and Distribution Marketing

Course Code	BBA M03	Course Category		L	T	P	C
				2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)			
Course Offering Department	Management	Professional / Licensing Standards					

Course Objectives / Course Learning Rationales (CLRs)

1. Describe knowledge on basics of sales management.
2. Identify the concept of recruitment of sales force.
3. Summarize knowledge on developing sales programs.
4. Contrast and connect channels and channel conflict management

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Explain sales and personal selling.	1	80	95
Outcome 2	Summarize recruitment of salesforce.	2	70	65
Outcome 3	Illustrate the development of sales programs.	4	70	50
Outcome 4	Devise skills in channel management.	4	70	55

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	2	1	2	2	1		1	2	1	2	3	2	1	1
Outcome 2	2	1	2	2	1		1	2	1	2	3	2	1	1
Outcome 3	2	1	2	2	1		1	2	1	2	3	2	1	1
Outcome 4	2	1	2	2	1		1	2	1	2	3	2	1	1
Average	2	1	2	2	1		1	2	1	2	3	2	1	1

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Unit 1			
	Conceptual understanding of Sales Management	3	1	1,2
	Importance of sales force management in the Indian context	3	1	1,2
	Personal selling process	3	1	1,2
Unit 2	Unit 2			
	Forecasting Sales and Developing Sales Budgets	3	2	1,2
	Designing and organizing Sales Territories	3	2	1,2
	Sales organisation.	3	2	1,2
Unit 3	Unit 3			
	Profiling and recruiting salespeople	3	3	1,2
	Planning, executing and evaluation of sales training programs	3	3	1,2
	Motivating a sales force and Sales force compensation	3	3	1,2
Unit 4	Unit 4			
	Channel Design	3	4	1,2
	Channel Migration	3	4	1,2
	Emergent Channels	3	4	1,2
Unit 5	Unit 5			
	Power & Conflict in Channel Management	3	4	1,2
	Social & Ethical concerns in SDM	3	4	1,2
	Marketing channel Policies & legal issue	3	4	1,2
Total Contact Hours			45	

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (60%)				End Semester Assessments (40%)
		CLA-1 (15%)	Mid-1 (15%)	CLA-2 (15%)	CLA-3 (15%)	
Level 1	Remember	60%	40%	40%	30%	20%
	Understand					
Level 2	Apply	40%	60%	60%	70%	80%
	Analyse					
Level 3	Evaluate					
	Create					
Total		100%	100%	100%	100%	100%

Recommended Resources

1. Ingram, T. N., LaForge, R. W., Schwepker, C. H., & Williams, M. R. (2015). Sales management: Analysis and Decision Making. Routledge.
2. Rathee, R. R. (2023). SALES AND DISTRIBUTION MANAGEMENT.
3. Product And Brand Management. (2023). Nptel.ac.in. https://onlinecourses.nptel.ac.in/noc23_mg110/preview

Services Marketing

Course Code	BBA M04	Course Category		L	T	P	C
				2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)			
Course Offering Department	Management	Professional / Licensing Standards					

Course Objectives / Course Learning Rationales (CLRs)

1. Describe knowledge on basics of marketing services.
2. Summarize knowledge on key topics on services marketing like service quality.
3. Devise ideas/plans to respond in situations of service failures.
4. Devise the strategy of positioning the service offering.
5. Understand the challenges in marketing of services.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Explain the concept of services marketing.	2	85%	90%
Outcome 2	Discuss the on key topics in service process and service quality.	2	85%	90%
Outcome 3	Interpret knowledge in understanding the dimensions of service marketing.	2	75%	65%
Outcome 4	Identify the strategies to position service offerings.	3	75%	65%
Outcome 5	Describe the various situations of service failures.	6	85%	95%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	3	0	0	0	2	0	0	0	0	0	1	3	1	3
Outcome 2	3	0	0	0	2	0	1	1	0	0	2	3	2	3
Outcome 3	3	3	3	3	3	0	2	2	3	1	3	3	3	3
Outcome 4	3	3	2	3	3	0	2	3	3	3	2	3	3	3
Outcome 5	3	0	0	0	3	0	0	0	0	0	1	3	3	3
Average	3	3	1	3	3	0	1	1	3	2	2	3	2	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	INTRODUCTION			1,2,3
	Definition, Characteristics	4	1	1,2,3
	Classification of Service Marketing	3	1	1,2,3
	Factors Leading to a Service Economy	2	1	1,2,3
Unit 2	UNDERSTANDING THE SERVICE			1,2,3
	The Service Consumer Decision Process	4	2	1,2,3
	Components of Customer Expectations	3	2	1,2,3
	Service Quality Dimensions	2	2	1,2,3
Unit 3	MANAGING SERVICE ENCOUNTERS			
	Managing Service Encounters for Satisfactory Outcomes	4	3	1,2,3
	Service Failure, Service Recovery	3	3	1,2,3
	Customer Retention and Benefits.	2	3	1,2,3
Unit 4	POSITIONING			
	Market Segmentation in the Marketing of Services	4	4	1,2,3
	Positioning of Services-How to Create a positioning Strategy	3	4	1,2,3
	Developing and maintaining Demand and Capacity.	2	4	1,2,3
Unit 5	CHALLENGES			
	Marketing Planning for Services	4	5	1,2,3
	Developing and Managing the Customer Service Function	3	5	1,2,3
	Developing and Maintaining Quality of Services	2	5	1,2,3
Total Contact Hours			45	

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (60%)				End Semester Assessments (40%)
		CLA-1 (15%)	Mid-1 (15%)	CLA-2 (15%)	CLA-3 (15%)	
Level 1	Remember	60%	40%	40%	30%	20%
	Understand					
Level 2	Apply	20%	30%	30%	35%	40%
	Analyse					
Level 3	Evaluate	20%	30%	30%	35%	40%
	Create					
Total		100%	100%	100%	100%	100%

Recommended Resources

1. Rajendra Nargundkar, Romi Sainy. (2018). Digital Marketing: Cases from India. Notion Press.
2. Wirtz, J., & Lovelock, C. (2022). Services Marketing: People, Technology, Strategy (Ninth Edition). World Scientific.
3. R Srinivasan. (2014). Services marketing : the Indian context. Delhi Phi Learning Private Limited.
4. Recommended Online Resources Services Marketing: A Practical Approach. (2021). Nptel.ac.in. https://onlinecourses.nptel.ac.in/noc21_mg18/preview

Retail Marketing

Course Code	BBA M05	Course Category		L	T	P	C
				2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)			
Course Offering Department	Management	Professional / Licensing Standards					

Course Objectives / Course Learning Rationales (CLRs)

1. Explain the basic concepts, theories and techniques of retail and supply chain management.
2. Identify the process of designing a supply chain.
3. Discuss the trends in retailing.
4. Contrast various factors involved in managing a supply chain

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Define the concepts, theories and techniques of retail and supply chain management.	1	80	95
Outcome 2	Identify the process of supply chain management.	3	70	65
Outcome 3	Explain the recent trends in the process of retailing	3	70	50
Outcome 4	Illustrate the factors affecting supply chain.	6	70	55

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	2	2	3	2	1	1	2	2	1	1	2	3	3	3
Outcome 2	3	2	2	2	1	1	2	2	2	2	2	3	2	3
Outcome 3	3	3	3	2	1	1	2	3	2	3	3	3	2	3
Outcome 4	3	3	2	2	1	1	2	2	2	2	3	3	3	3
Average	3	2	2	2	1	1	2	2	2	1	2	3	2	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Unit 1			
	Meaning and significance of Retailing	3	1	1,2
	retail management decision process	3	1	1,2
Unit 2	product Retailing vs. service retailing, retailing environment	3	1	1,2
	Unit 2			
	Segmentation, targeting, differentiation	3	2	1,2
	product assortment and services decision	3	2	1,2
Unit 3	price and promotion decision, place decision	3	2	1,2
	Unit 3			
	New retail forms, retail life-cycles, and retail convergence	3	3	1,2
	E-tailing- role of technology in retail marketing decisions	3	3	1,2
Unit 4	Future of electronic retailing, green retailing	3	3	1,2
	Unit 4			
	supply chain management – Historical perspective, importance, objectives, decision phases	3	4	1,2
	supply chain strategies	3	4	1,2
Unit 5	coordination in supply chain, sustainable supply chain.	3	4	1,2
	Unit 5			
	Network design in supply chain, role, factor influencing network designing	3	4	1,2
	models of facility location and capacity allocation	3	4	1,2
Unit 5	designing options for distribution network, global supply chain network.	3	4	1,2
	Unit 5			
Total Contact Hours			45	

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (60%)				End Semester Assessments (40%)
		CLA-1 (15%)	Mid-1 (15%)	CLA-2 (15%)	CLA-3 (15%)	
Level 1	Remember	60%	40%	40%	30%	20%
	Understand					
Level 2	Apply	20%	30%	30%	35%	40%
	Analyse					
Level 3	Evaluate	20%	30%	30%	35%	40%
	Create					
Total		100%	100%	100%	100%	100%

Recommended Resources

1. Levy, M., & Weitz, B. (2011). Loose-Leaf for Retailing Management. McGraw-Hill/Irwin.
2. Berman, B. R., & Evans, J. R. (2013). Retail Management. Pearson Higher Ed.
3. Recommended Online Resources Retail Management. (2022). Nptel.ac.in. https://onlinecourses.nptel.ac.in/noc22_mg51/preview

Consumer Behaviour

Course Code	BBA M06	Course Category		L	T	P	C
				2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)			
Course Offering Department	Management	Professional / Licensing Standards					

Course Objectives / Course Learning Rationales (CLRs)

1. Explain insights on consumer behaviour through individual determinants of consumers.
2. Explain introduction to consumerism and benefits of consumerism.
3. Interpret the behaviour pattern in Business-to-Business situation.
4. Contrast and connect to structure better decisions in the field of marketing management as well as to become better customers themselves.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Interpret the relevance of consumer behaviour in the realm of contemporary business and marketing.	2	70%	55%
Outcome 2	Interpret the theories and concepts to the practices of Consumer Behaviour.	2	60%	50%
Outcome 3	Devise the buying patterns in both the consumer and the organizational markets and analyse their applicability in the given buying situations.	4	60%	50%
Outcome 4	Prioritize decision making in the field of marketing management under given constraints.	5	70%	55%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	3	1	1	2	1	1	3	0	0	1	0	3	2	2
Outcome 2	3	3	3	3	2	1	2	0	0	2	0	3	3	3
Outcome 3	3	2	2	1	1	2	2	0	0	2	0	3	2	3
Outcome 4	3	3	3	3	2	1	3	0	0	3	0	3	3	3
Average	3	2	2	2	2	1	3	0	0	2	0	3	3	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Introduction to Consumer behaviour Nature and importance of consumer behaviour	3	1	1, 2
	Individual perspective of consumer behaviour, learning perception, learning principles, Learning theories	3	1,3	1, 2
	Motivation, Attitude, Personality	4	1,3	1, 2
Unit 2	Social and ethical perspective of consumer behaviour Family influence	3	1,3	1, 2
	Social, cultural influence, Developmental influence	4	1,3,4	1, 2
	Diffusion of Innovation: Adoption process, Diffusion process	3	1,3,4	1, 2
Unit 3	Model of consumer behaviour: Nicosia, Howard & Sheth,	3	1,3	1, 2
	Model of consumer behaviour : Engel-Kollat Blackwell	3	1,3	1, 2
Unit 4	Consumer decision process Problem recognition,	3	1,2,3,4	1, 2
	Information Search Process and evaluation	4	1,2,3,4	1, 2
	Purchase process, Post purchase behaviour	3	1,2,3,4	1, 2
Unit 5	Consumer research Method of consumer research	3	1,2,3,4	1, 2
	Technique of consumer research, Reliability and validity	3	1,2,4	1, 2
	Current trend and development in consumer behaviour.	3	1,2,4	1, 2
Total Contact Hours			45	

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)				End Semester Exam (50%)
		CLA-1 (10%)	Mid-1 (15%)	CLA-2 (10%)	Mid-2 (15%)	
Level 1	Remember	60%	40%	60%	40%	40%
	Understand					
Level 2	Apply	40%	40%	40%	40%	40%
	Analyse					
Level 3	Evaluate		20%		20%	20%
	Create					
Total		100%	100%	100%	100%	100%

Recommended Resources

1. Recommended Resources
2. Loudon, D. L., & Della Bitta, A. J. (1993). Consumer behavior: Concepts and Applications. McGraw-Hill Companies.
3. G, L. (2019). Consumer Behavior, Global Edition. Pearson Education Limited.
4. NPTEL :: Management - NOC:Consumer Behaviour. (n.d.). Archive.nptel.ac.in. Retrieved July 10, 2024, from <https://archive.nptel.ac.in/courses/110/105/110105074/>

Integrated Marketing Communication

Course Code	BBA M07	Course Category		L	T	P	C
				2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)			
Course Offering Department	Management	Professional / Licensing Standards					

Course Objectives / Course Learning Rationales (CLRs)

1. Explain the basic idea of marketing communication.
2. Interpret the role of segmentation, targeting and positioning in IMC.
3. Interpret the different media for communication.
4. Discuss the process of execution of IMC.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Identify the key concepts related to integrated marketing communication.	1	75%	60%
Outcome 2	Relate the significance of STP in the process of IMC.	3	70%	60%
Outcome 3	Sketch the role of PR and other media used for IMC.	3	75%	60%
Outcome 4	Examine the steps involved in the process of execution of IMC plan.	4	70%	60%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	3	2	2	1	2	3	3	3	3	2	2	2	3	3
Outcome 2	3	2	2	2	2	2	3	3	3	2	2	2	3	3
Outcome 3	3	2	2	2	2	2	3	3	3	2	2	2	3	3
Outcome 4	3	2	2	1	2	2	3	3	3	2	2	2	3	3
Average	3	2	2	1	2	2	3	3	3	2	2	2	3	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	CONCEPT OF INTEGRATED MARKETING COMMUNICATION	7		
	Introduction to IMC	2	1,2	1,2,3
	Integrated Marketing Communications Functions	2	1,2	1,2,3
	Components of IMC	3	1,2	1,2,3
Unit 2	ADVERTISING & COMMUNICATION	10		
	Advertising and communication development	5	2,3	1,2,3
	Roles of Segmentation, Targeting, and Positioning in Advertising and Promotions planning	5	2,3	1,2,3
Unit 3	PR & OTHER MEDIA	9		
	Public Relations, Print media	3	1,2,3	1,2,3
	Online, mobile, and social media, Radio	3	1,2,3	1,2,3
	Outdoor, support, ambient campaign	3		
Unit 4	SALES PROMOTION	7		
	Sales and consumer promotion	3	3,4	1,2,3
	Cause marketing, social campaigns	4	3,4	1,2,3
Unit 5	EXECUTION OF IMC	12		
	Creative Strategy- Creative Concept and Messages, Message Execution	4	2,3,4	1,2,3
	Appeal styles, Print, Broadcast, and Out-of-Home Media	4	2,3,4	1,2,3
	Internet, Interactivity, and e-Commerce Media	4	2,3,4	1,2,3
Total Contact Hours		45	2,3,4	

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)			End Semester Exam (50%)
		CLA-1 (20%)	CLA-2 (15%)	CLA-3 (15%)	
Level 1	Remember	40%	50%	40%	60%
	Understand				
Level 2	Apply	60%	50%	60%	40%
	Analyse				
Level 3	Evaluate				
	Create				
Total		100%	100%	100%	100%

Recommended Resources

1. Belch, G. E., & Belch, M. A. (1995). Introduction to advertising and promotion : an integrated marketing communications perspective. Irwin.
2. Baack, K. (2021). Integrated Advertising, Promotion, And Marketing Communications, Global Edition. Pearson Education Limited.
3. Shimp, T. A. (2010). Advertising, promotion, and other aspects of integrated marketing communications. South-Western Cengage Learning.
4. Recommended Online Resources DIGIMAT earning Management Platform @ A C L, Chennai. (n.d.). Acl.digimat.in. Retrieved July 10, 2024, from <http://acl.digimat>

Rural Marketing

Course Code	BBA M08	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. Describe a comprehensive understanding of rural marketing.
2. Help students infer the distribution strategies for rural markets.
3. Identify the factors to design effective rural marketing strategies.
4. Explain the channels for distribution in the rural marketing environment.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Identify the understanding of the unique features of the rural marketing.	1	75%	60%
Outcome 2	Articulate a comprehensive analysis of the rural marketing environment.	3	60%	50%
Outcome 3	Relate effective rural marketing strategies.	4	70%	55%
Outcome 4	Develop distribution strategies for the rural market.	6	60%	50%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	3	3	2	2	0	2	0	0	0	0	0	3	2	3
Outcome 2	3	3	2	2	0	2	0	0	0	0	0	3	3	2
Outcome 3	3	3	2	2	0	2	0	0	0	0	0	2	3	2
Outcome 4	3	3	2	2	0	2	0	0	0	0	0	3	3	3
Average	3	3	2	2	0	2	0	0	0	0	0	3	3	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Rural Marketing an Overview: Evolution of Rural Marketing - Rural Marketing Mix	4	1	1, 2
	Rural Economy - Profiles of Urban & Rural customers and Differences in their Characteristics.	4	1	1, 2
	Rural Environment - Rural Market Strategies with special reference to Segmentation, Targeting and Positioning.	4	1	1, 2
Unit 2	Rural Marketing Mix: 4P's Vs 4A's: Acceptability, Affordability, Availability and Awareness.	4	2,3	1, 2
	Rural Product classification - Rural Product design	4	2,3	1, 2
	Rural Services - Rural Packaging	4	2,3	1, 2
Unit 3	Pricing: Pricing strategy in rural marketin	3	3	1, 2
	Concept, Significance, Objectives	3	3	1, 2
	Policy and strategy	3	3	1, 2
Unit 4	Distribution Channel: Distributional Channel in Rural Market – Channels of distribution	3	4	1, 2
	Rural Retailing - Challenges in rural distribution	3	4	1, 2
	Distributional model for FMCG, Durable and Fake products	3	4	1, 2
Unit 5	Rural supermarkets, Rural non-farm products marketing	3	4	1, 2
Total Contact Hours		45		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)			End Semester Exam (50%)
		CLA-1 (15%)	CLA-2 (15%)	CLA-3 (20%)	
Level 1	Remember	60%	60%	20%	60%
	Understand				
Level 2	Apply	30%	30%	80%	40%
	Analyse				
Level 3	Evaluate	10%	10%		
	Create				
Total		100%	100%	100%	100%

Recommended Resources

1. Kashyap, P. (2016). Rural Marketing, 3/e. Pearson Education India.
2. Verma, S. B., Thryambakam, P., & Narayan, M. (2014). Rural Marketing. Scientific Publishers.
3. Vikash. (2022, April 14). What is Rural Marketing? Definition, Scope, Feature, Importance, Characteristics. Geektonight. <https://www.geektonight.com/rural-marketing/>

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	INTRODUCTION TO TRAINING	9	1,2	1,3
	Rationale for Training, Culture and Other Contexts	3	1	
	Training Process, Training Needs Assessment, Components of Training Needs Analysis	3	1,2	
	Sources of Data for Training Needs Analysis, Needs Assessment Process, Competency Models, Scope of Needs Assessment.	3	1	
Unit 2	LEARNING THEORIES	9	2,3	
	Principles of Learning, Learning Theories	3	2	
	Learning Process, Instructional Emphasis for Learning Outcomes	3	2,3	
	Considerations for Designing Effective Training Programs, Conditions for Effective Learning, Learning Cycle, Learning Curve.	3	2	
Unit 3	DESIGN OF TRAINING PROGRAM	9	2,3,	1,2
	Principles of Training Design, Training Design Process	3	2	
	Outlining Programmed Sequences and Themes, Approaches to Programmed Design	3	2,3	
	Implementation of Training Program – Training Delivery Competencies, Trainers and Training Styles, Trainers Role, Trainers Skills, Post training Support for Improved Performance at Work.	3	2	
Unit 4	TRAINING METHODS	9	2,3,4	3,4
	Training Methods Compared with Objectives: Training Aids	3	2	
	Training Evaluation – Stages of Evaluation	3	2	
	Different Evaluation Models, Donald Kirkpatrick’s Evaluation Model, Determining Return on Investment, Measuring Human Capital and Training Activity.	3	3,4	
Unit 5	THE FUTURE OF TRAINING AND DEVELOPMENT	9	3,4	2,4
	Use of new Technologies for Training Delivery	3	2	
	Emphasis on Speed in Design, Focus on Content and Use of Multiple Delivery Methods	4	2,3,4	
	Use of Training Partnerships and Outsourcing Training.	2	2,3	
Total Contact Hours			45	

Learning Assessment

Bloom’s Level of Cognitive Task		Continuous Learning Assessments (50%)			End Semester Exam (50%)
		CLA-1 (10%)	Mid-1 (30%)	CLA-2 (10%)	
Level 1	Remember				
	Understand				
Level 2	Apply	80%	50%	40%	60%
	Analyse				
Level 3	Evaluate	20%	50%	60%	40%
	Create				
Total		100%	100%	100%	100%

Recommended Resources

- Noe, R. (2008). Employee Training & Development.
- Lynton, R. P., & Udai Narain Pareek. (2000). Training for organizational transformation. Sage Publications.
- B, T. (1985). Management Development and Training Handbook.
- Deb, T. (2014). Training and Development.
- NOC | Training and Development. (n.d.). Archive.nptel.ac.in. Retrieved July 10, 2024, from <https://archive.nptel.ac.in/noc/courses/noc22/SEM1/noc22-hs63>

Leadership, Diversity and Team Management

Course Code	BBA H02	Course Category		L	T	P	C
				2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)			
Course Offering Department	Management	Professional / Licensing Standards					

Course Objectives / Course Learning Rationales (CLRs)

1. Explain leadership theories and styles
2. Relate the impact of diversity on organizational dynamics
3. Teach leadership and team management practices in diverse contexts
4. Develop team management skills

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Identify and describe various leadership theories and styles	1	75%	65%
Outcome 2	Use knowledge of diversity principles to analyze and propose strategies for managing diverse teams	3	65%	60%
Outcome 3	Judge team management skills through the analysis of case studies	5	70%	60%
Outcome 4	Develop and synthesize comprehensive plans for applying leadership and team management practices in diverse organizational contexts	6	70%	65%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	2	2	3	2	1	1	2	2	1	1	2	3	3	3
Outcome 2	3	2	2	2	1	1	2	2	2	2	2	3	2	3
Outcome 3	3	3	3	2	1	1	2	3	2	3	3	3	2	3
Outcome 4	3	3	2	2	1	1	2	2	2	2	3	3	3	3
Average	3	2	2	2	1	1	2	2	2	1	2	3	2	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Foundations of Leadership	10		
	Introduction to Leadership Definition, Importance, and Historical Overview Leadership vs. Management Distinction	2	2	1
	Major Leadership Theories, Trait, Behavioural, Contingency, and Transformational Theories	2	2,3	1
	Critiques and Evolution of Leadership Theories, Leadership Styles	3	3	1
	Authoritarian, Democratic, Laissez-Faire Styles	2	2	1
	Case Studies and Role-Playing: Applying Leadership Styles	1	2	1
Unit 2	Managing Diversity in Teams	10		
	Introduction to Diversity, Types, Benefits, and Challenges of Diversity, The Business Case for Diversity	4	2,3	2
	Diversity and Organizational Culture, Influence of Diversity on Organizational Culture, Strategies for Fostering Inclusive Organizational Culture	4	2,3	2
	Strategies for Managing Diversity, Inclusion Best Practices Case Studies: Successful Diversity Management	2	3,4	2
Unit 3	Team Management Skills	10		
	Team Management Fundamentals, Roles, Responsibilities, and Communication in Teams, Team Building Activities and Exercises	4	3	3
	Conflict Resolution and Positive Team Culture, Conflict Resolution Techniques	4	3,4	3
	Building and Sustaining a Positive Team Culture, Group Project Planning, Initiation and Planning for Group Projects	2	3	3
Unit 4	Application in Diverse Contexts	10		
	Case Studies on Leadership and Team Management	4	3,4	1, 3
	Applying Leadership and Team Management Practices in Various Contexts	4	2,3	1,3
	Analyzing Case Studies, Group Project Implementation, Execution and Monitoring of Group Projects	2	3	1
Unit 5	Leadership and Team Management in Global Contexts	5		
	Global Leadership Challenges, Cultural Intelligence and its Role in Global Leadership, Challenges and Opportunities in Leading Global Teams	1	3,4	1,2,3
	Diversity in Global Teams Managing Cultural Diversity in International Teams	2	3	2,3
	Case Studies: Effective Global Team Leadership Reflection and Future Trends	1	2,3	3
	Future Trends in Leadership, Diversity, and Team Management	1	3, 4	1, 2,3
	Total Contact Hours		45	

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)				End Semester Exam (50%)
		CLA-1 (15%)	Mid-1 (15%)	CLA-2 (10%)	CLA-3 (10%)	
Level 1	Remember	20%	40%	10%	10%	20%
	Understand					
Level 2	Apply	30%		40%	40%	20%
	Analyse					
Level 3	Evaluate	50%	60%	50%	50%	60%
	Create					
Total		100%	100%	100%	100%	100%

Recommended Resources

- Yukl, G. A. (2013). Leadership in organizations (8th ed.). Pearson.
- Ferdman, B. M., & Deane, B. (2016). Diversity at work the practice of inclusion. San Francisco, California Wiley.
- Woodcock, M. (2017). Team Development Manual. Routledge.
- NOC | Leadership and Team Effectiveness. (n.d.). Archive.nptel.ac.in. Retrieved July 10, 2024, from <https://archive.nptel.ac.in/noc/courses/noc22/SEM1/noc22-mg39/>

Performance Management

Course Code	BBA H03	Course Category		L	T	P	C
				2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)			
Course Offering Department	Management	Professional / Licensing Standards					

Course Objectives / Course Learning Rationales (CLRs)

1. Interpret the foundations of performance management System
2. Teach the performance management process
3. Connect performance management to strategic planning
4. Devise and prioritize performance management system

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Identify and describe the foundational elements of a Performance Management System.	2	75%	60%
Outcome 2	Use the stages of the performance management process to practical scenarios.	3	65%	55%
Outcome 3	The relationship between performance management and strategic planning, identifying how the two influence each other.	4	70%	60%
Outcome 4	Critically assess the main features of performance review discussion, objectives, and the process of performance review and development.	5	65%	60%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	2	1	1	2	1	1	1	1	2	2	2	2	2	2
Outcome 2	2	2	2	2	2	1	2	2	3	3	2	2	3	2
Outcome 3	2	3	3	3	3	2	2	3	3	2	2	3	3	2
Outcome 4	2	3	3	3	3	2	2	3	2	3	3	3	3	3
Average	2	3	3	3	3	2	2	3	3	2	2	3	3	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Performance Management (PM) System	9		
	Concept of a System, Understanding Performance in organizational context	3	1,2	1,2
	Conceptual Framework of Performance Management, Role of PM in employee development	3	1	1
	Performance Management System, Disadvantages/Dangers of Poorly Implemented PM Systems	3	2	2
Unit 2	Performance Management Process	10		
	Performance Planning, Performance Execution, Performance Assessment	5	1,2	2
	Performance Review, Performance Renewal	5	2,3	1
Unit 3	Performance Management and Strategic Planning	10		
	Process of Linking Performance Management to the Strategic Plan	5	3	2
	Performance management skills, Increasing self-awareness	5	2	1
Unit 4	System Implementation	8		
	Defining Performance and Choosing a Measurement Approach, Measuring Results and Behaviours	2	2,3	1
	Performance Measurement Metrics, Performance measurement through Balanced Scorecard	2	3,4	1,2
	Performance Analysis, Appraisal forms, Model of rater motivation	2	3,4	1,2
	Performance Review Discussion, Objectives, Main features of PRD, Process of PRD	2	3,4	2
Unit 5	Performance Communication	8		
	Counselling, mentoring, coaching, Performance Management audits	3	2	1, 2
	Ethical and legal issues in Performance Management, New Horizons in performance management, decline of bell curve and emergence of continuous feedback	3	2,3	2
	Use of performance management data for HR decision making	2	3,4	2
Total Contact Hours			45	

Learning Assessment

Question Difficulty	Bloom's Level of Cognitive Task	Continuous Learning Assessments (50%)				End Semester Exam (50%)
		CLA-1 (15%)	Mid-1 (15%)	CLA-2 (10%)	CLA-3 (10%)	
Level 1	Remember	20%	40%	30%	40%	20%
	Understand					
Level 2	Apply	60%	40%	20%	40%	60%
	Analyse					
Level 3	Evaluate	20%	20%	50%	20%	20%
	Create					
Total		100%	100%	100%	100%	100%

Recommended Resources

1. Aguinis, H. (2012). Performance management. Pearson.
2. Bhattacharyya. (2011). Performance Management Systems and Strategies: Pearson Education India.

Other Resources

1. Fletcher, C., & Williams, R. (2016). Appraisal. Routledge.
2. Supplemental Material for Performance Appraisal and Performance Management: 100 Years of Progress? (2017). Journal of Applied Psychology. <https://doi.org/10.1037/apl0000085.supp>
3. Armstrong, M. (2017). Armstrong's handbook of performance management : an evidence-based guide to delivering high performance. Kogan Page.
4. Bacal, R. (2012). Performance Management 2/E. McGraw Hill Professional.
5. Kaplan, R. S., & Norton, D. P. (1996). The Balanced Scorecard Translating Strategy into Action. Boston Harvard Business Review Press.
6. Locke, E. A., & Latham, G. P. (2013). New Developments in Goal Setting and Task Performance. Routledge.

Articles

1. Aggarwal, M., & Thakur, S. (2018). Performance management and employee engagement: A Review. *Indian Journal of Industrial Relations*, 54(3), 441-458.
2. Bacal, R. (2017). *Performance Management* (2nd ed.). McGraw-Hill Education.
3. DeNisi, A. S., & Murphy, K. R. (2017). Performance appraisal and performance management: 100 years of progress? *Journal of Applied Psychology*, 102(3), 421-433.
4. Fletcher, C. (2001). Performance appraisal and management: The developing research agenda. *Journal of Occupational and Organizational Psychology*, 74(4), 473-487.
5. Kaplan, R. S., & Norton, D. P. (1992). The balanced scorecard—measures that drive performance. *Harvard Business Review*, 70(1), 71-79.*
6. Murlis, H., & Murlis, S. (2005). *Every Manager's Guide to Performance Appraisal*. Profile Books.
7. Pulakos, E. D. (2009). *Performance Management: A New Approach for Driving Business Results*. SIOP White Paper Series.
8. Rasmussen, T., Ulrich, D., & Becker, B. (2015). Learning from practice: how HR analytics avoids being a management fad. *Organizational Dynamics*, 44(3), 236-242.
9. Spreitzer, G. M., & Porath, C. L. (2012). Creating sustainable performance. *Harvard Business Review*, 90(1-2), 92-99.
10. Werner, J. M., & DeSimone, R. L. (2012). *Human Resource Development*. Cengage Learning.
11. *nptel.ac*. (n.d.). *Onlinecourses.nptel.ac*. Retrieved July 10, 2024, from <https://onlinecourses.nptel.ac>

Human Resource Planning

Course Code	BBA H04	Course Category		L	T	P	C
				2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)			
Course Offering Department	Management	Professional / Licensing Standards					

Course Objectives / Course Learning Rationales (CLRs)

1. Identify factors influencing HR planning decisions.
2. Interpret human resource planning and its significance.
3. Relate methods to forecast HR needs and develop workforce strategies.
4. Teach the effectiveness of HR planning initiatives

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Explain the importance of human resource planning in organizational management.	2	75%	60%
Outcome 2	Use forecasting methods to predict HR needs and develop workforce strategies.	3	65%	55%
Outcome 3	Contrast internal and external factors influencing HR planning decisions.	4	70%	60%
Outcome 4	Judge the effectiveness of HR planning initiatives in achieving organizational objectives.	5	65%	60%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	2	1	1	1	1	0	1	1	2	2	2	2	2	2
Outcome 2	1	2	2	2	2	1	2	2	3	3	2	2	3	2
Outcome 3	1	3	3	3	1	0	2	3	3	2	2	3	3	2
Outcome 4	1	3	3	3	3	1	1	3	2	3	3	3	3	3
Average	1	3	3	3	3	1	2	3	3	2	2	3	3	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Introduction to Human Resource Planning	9		
	Definition and significance of human resource planning. Understanding internal and external factors influencing HR planning.	3	1,2	1,2
	Case studies illustrating the importance of HR planning in organizational success.	3	1	1
Unit 2	Environmental Analysis for HR Planning	3	2	2
	Conducting SWOT and PESTLE analyses for HR planning. Identifying opportunities and threats in the organizational environment.	10		
	Application of environmental analysis to HR strategy development.	5	1,2	2
Unit 3	Forecasting HR Needs	5	2,3	1
	Quantitative and qualitative methods for forecasting HR demand.	10		
	Analysing workforce trends and projections.	5	3	2
	Case studies on predicting HR needs in various industries.	5	2	1
Unit 4	Workforce Planning and Development	8		
	Recruitment, selection, and retention strategies for meeting HR needs.	2	2,3	1
	Employee training and development programs for skill enhancement.	2	3,4	1,2
	Succession planning and talent management practices.	2	3,4	1,2
Unit 5	Monitoring and Evaluating HR Planning	2	3,4	2
	Establishing KPIs and metrics to assess HR planning effectiveness.	8		
	Continuous monitoring and adjustment of HR strategies.	4	2	1, 2
	Evaluation of HR planning outcomes and their impact on organizational performance.	4	2,3	2
Total Contact Hours			45	

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)				End Semester Exam (50%)
		CLA-1 (15%)	Mid-1 (15%)	CLA-2 (10%)	CLA-3 (10%)	
Level 1	Remember	20%	40%	30%	40%	20%
	Understand					
Level 2	Apply	60%	40%	20%	40%	60%
	Analyse					
Level 3	Evaluate	20%	20%	50%	20%	20%
	Create					
Total		100%	100%	100%	100%	100%

Recommended Resources

- Schuler, R. S. (2017). Human resource management: Global perspectives (6th ed.). New York, NY: McGraw-Hill Education.
- Wright, P. M., McMahan, G. C., & McMahan, G. C. (2016). Human resource management: Gaining a competitive advantage (11th ed.). New York, NY: McGraw-Hill Education.

Other Resources

- Guest, D. E., & Conway, T. J. (2017). Human resource management: A strategic approach (6th ed.). New York, NY: McGraw-Hill Education.
- Boudreau, J. W., & Ramstad, J. M. (2017). Human resource management: A strategic approach (6th ed.). New York, NY: McGraw-Hill Education.
- Pfeffer, J. (2017). Human resource management: Gaining a competitive advantage (11th ed.). New York, NY: McGraw-Hill Education

Talent Acquisition and Retention

Course Code	BBA H05	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

- Describe the importance of a clear vision, mission, and goals in guiding organizational strategies, with a focus on business and HR strategies.
- Relate various staffing models, legal compliance requirements, and the role of workforce planning in aligning human resources with organizational goals.
- Devise the dynamics of employee turnover, analyze the challenges posed by the "Great Resignation" era, and formulate key retention strategies and best practices to enhance employee engagement and loyalty.
- Prioritize skills in conducting job analysis, design effective reward systems, and implementing external recruitment strategies to attract and acquire the right talent for an organization.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Interpret the pivotal role played by a well-defined vision, mission, and goals in shaping organizational strategies, specifically in the realms of business and human resources.	2	70%	60%
Outcome 2	Relate and apply the staffing models in given real life cases.	3	60%	55%
Outcome 3	Devise in conducting job analysis, crafting impactful reward systems, and executing external recruitment strategies, aligning with the application level.	4	60%	55%
Outcome 4	Develop advanced retention strategies and best practices to foster heightened employee engagement	6	70%	60%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	3	2	3	2	3	1	2	2	1	1	2	3	3	2
Outcome 2	3	2	2	2	3	1	2	2	2	2	2	3	3	2
Outcome 3	3	3	3	2	3	1	2	3	2	3	3	3	3	2
Outcome 4	3	3	2	2	3	1	2	2	2	2	3	3	3	2
Average	3	2	2	2	3	1	2	2	2	2	3	3	3	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
	UNIT 1	9		
UNIT 1	Purpose of an organization: Vision, Mission and Goals of organization	3	1	1,2,6
	Business Strategies, HR strategies	3	1,2	2
	Talent management strategies	3	1	1,2
	Unit 2	9		
Unit 2	Staffing Models	3	1,2	1
	Legal Compliance, Workforce Planning	6	1	1,2,7
	Unit 3	9		
Unit 3	Job Analysis & Rewards, Conducting a Job Analysis	6	3	3,4
	External recruitmen	3	3,4	3,5
	Unit 4	9		
Unit 4	Attracting & Retaining Talent External Selection I, External Selection II, Selection Interview Measurement	3	4	3
	Selection Decision Making	6	4	3
	Unit 5	9		
Unit 5	Employee turnover, Great resignation er	3	3,4	4
	Drivers of talent retention and turnover, why employees stay, key retention strategies and best practices	6	4	3,4
Total Contact Hours		45		

Learning Assessment

Bloom's Level of Cognitive Task	Continuous Learning Assessments (50%)				End Semester Exam (50%)	
	CLA-1 (10%)	Mid-1 (15%)	CLA-2 (10%)	CLA-3 (15%)		
Level 1	Remember	30%	40%	30%	60%	40%
	Understand					
Level 2	Apply	40%	20%	30%	20%	40%
	Analyse					
Level 3	Evaluate	30%	20%	40%	20%	20%
	Create					
Total		100%	100%	100%	100%	100%

Recommended Resources

1. Mohapatra, M. & Dhir, S. (2021) Talent Management: A Contemporary Perspective, Sage Publications
2. Sahay, P. (2015) A Strategic Approach to Talent Acquisition, Createspace Independent Pub
3. Anthony, V. & Wong, P. (2021). Hunting Excellence: The Art and Science of Acquiring the Right Talent, iUniverse publisher
4. Turner, D.A. (2019). Bet on Talent: How to Create a Remarkable Culture That Wins the Hearts of Customers, Baker Publishing Group
5. Cure, T. (2021). Hire to Win: Manager's Practical Guide for Attracting and Interviewing Top Talent, Bravo Publishing
6. Maylett, T. & Wride, M. (2017). The Employee Experience: How to Attract Talent, Retain Top Performers, and Drive Results, Wiley publication.
7. Woods, A., Tharakan, S. & Brown, J. (2021). Hiring for Diversity: The Guide to Building an Inclusive and Equitable Organization, Wiley publications.
8. Nptel, online courses and certification, Learn for free. (n.d.). <https://archive.nptel.ac.in/>

Compensation Management

Course Code	BBA H06	Course Category		L	T	P	C
				2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)			
Course Offering Department	Management	Professional / Licensing Standards					

Course Objectives / Course Learning Rationales (CLRs)

1. Classify the fundamental principles of compensation management.
2. Learn to use various methods for designing and implementing compensation structures.
3. Teach the impact of compensation strategies on employee motivation and retention.
4. Teach compensation management techniques to address organizational needs and challenges

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Explain the fundamental principles of compensation management	1	70%	55%
Outcome 2	Use various methods for designing and implementing compensation structures	3	60%	50%
Outcome 3	Contrast the relationship between compensation strategies and employee motivation and retention	4	60%	50%
Outcome 4	Judge the effectiveness of compensation management techniques in addressing organizational needs and challenges	5	70%	55%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	2	2	1	2	2	1	2	2	2	3	3	2	1	2
Outcome 2	3	2	2	3	2	0	2	2	2	2	2	2	2	1
Outcome 3	3	2	2	3	2	1	0	2	1	2	3	2	2	2
Outcome 4	3	2	2	3	2	0	2	2	2	2	2	2	1	2
Average	3	2	2	3	2	1	2	2	2	2	3	2	2	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Introduction	10		
	Types of compensation, conceptual framework of compensation management	3	1,3	1
	Theories of wages Compensations Philosophies	2	2,3	1
	Strategic Compensation Planning: Developing a total compensation strategy – Job evaluation systems	2	2,3	2
	The compensation structure – Wage and salary surveys, the wage curve, pay grades and rate ranges, preparing salary matrix	3	4,5	1,2
Unit 2	Variable Pay	10		
	Strategic reasons for incentive plans, administering incentive plans, individual and team incentive plans	3	3,4	2
	Managing Employee Benefits Nature and types of benefits	3	2,3	1
	Employee benefits programs	2	3,4	2
	Designing a benefits package	2	3	1
Unit 3	Wage Administration	8		
	Principles of wage and salary administration	4	2,3	1,2
	Methods of wage determination in India; internal and external equity in compensation systems	4	3,4	2
Unit 4	Wage administration in India: wage policy in India	8		
	Wage boards: structure, scope and functions	4	4,5	2
	Pay Commissions	4	3	1
Unit 5	International Compensation	9		
	Global convergence of compensation practices	3	2,3	1
	Pay for performance for global employees - practices in different industries	3	2,3	1,2
	Executive compensation	3	3,4	1
Total Contact Hours			45	

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)				End Semester Exam (50%)
		CLA-1 (10%)	Mid-1 (15%)	CLA-2 (10%)	CLA-3 (15%)	
Level 1	Remember	20%	20%	20%	20%	20%
	Understand					
Level 2	Apply	40%	20%	20%	20%	40%
	Analyse					
Level 3	Evaluate	20%	60%	60%	60%	40%
	Create					
Total		100%	100%	100%	100%	100%

Recommended Resources

1. Martocchio, J. J. (2015). Strategic Compensation: A Human Resource Management Approach (8th ed.). Boston, MA: Pearson.
2. Weitz, D. A., & Bradley, D. F. (2009). Compensation: Effective reward management. Washington, DC: APA.

Other Resources

1. Milkovich, Newman & Gerhart, Compensation, TMH, 2011, 10th Edition.
2. Richard I. Henderson, Compensation Management in a Knowledge-Based World, Pearson Education, 2009, 10th Edition.
3. B D Singh, Compensation And Reward Management, Excel Books, 2008 .
4. Tapomoy Deb, Compensation Management, Text and Cases, Excel Books, 2009, 1st Edition.

Human Resource Development

Course Code	BBA H07	Course Category		L	T	P	C
				2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)			
Course Offering Department	Management	Professional / Licensing Standards					

Course Objectives / Course Learning Rationales (CLRs)

1. Interpret the Foundations of Human Resource Development (HRD)
2. Devise the Strategic HRD Environment
3. Connect HRD in Organizational Context
4. Invent HRD in Diverse Work Environments

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Explain the functions and significance of HRD in organizational settings.	1	70%	60%
Outcome 2	Use the theoretical foundations of HRD to real-world scenarios.	3	65%	55%
Outcome 3	Use the principles of HRD in depth through a critical analysis of case studies.	4	75%	65%
Outcome 4	Reframe the impact of historical roots on the current state of HRD practices.	5	70%	60%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	2	1	1	2	1	1	1	1	2	2	2	2	2	2
Outcome 2	2	2	2	2	2	1	2	2	3	3	2	2	3	2
Outcome 3	2	3	3	3	3	0	2	3	3	2	2	3	3	2
Outcome 4	2	3	3	3	3	0	2	3	2	3	3	3	3	3
Average	2	3	3	3	3	1	2	3	3	2	2	3	3	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Concept of HRD	10		
	Meaning, Function	2	1	1
	Significance & Challenges of HRM	1	1,2	2
	Approaches to HRD	2	2	1,2
	HRM and HRD similarities and differences	1	1,2	1
	Features of HRD; Objectives of HRD	1	2	1
	Historical Gross Roots of HRD; HRD Subsystems	1	2	2
	Principles of HRD Systems – Theoretical foundations of HRD – Benefits of HRD - Case Study Analysis	2	2,3,4	2
Unit 2	The Human Resource Environment	10		
	Strategic HRM and HRD	2	2	1
	Managing HR Challenging Times	2	2,3	2
	HRD Score Card Developed by TVRSL, India	2	2,3	2
	Evidence Based HR and HR Audit	2	3,4	1,2
	Workforce Utilization and Employment Practices, Case Study Analysis	2	3,4	1
Unit 3	HRD in Organizational Context	8		
	Talent Management and Human Capital	2	2,3	2
	Knowledge Management and Human Capital	1	2,3	2
	HRD perspectives in Training and Development	1	3,4	1
	Career Planning and Development	1	3,4	2
	QWL – Organizational Development	1	2,3	1,2
	Case Study Analysis	2	4	2
Unit 4	HRD in Indian Industry in General	8		
	Role of Government in HRD	2	2	1
	Global HRD	1	2,3	2
	Diversity of Work Force	1	2,3	1,2
	HRD programs for diverse employees	2	3,4	2
	Expatriate & Repatriate support and development	1	3,4	2
	Future of HRD – Case Study Analysis	1	3,4	1
Unit 5	Research in HRD	9		
	HRD overview in Govt. and Private systems	4	2,3,4	1
	HRD for health, and HRD in service industries (Banking and Hospital etc.)	4	3,4	1,2
	Case Study Analysis	1	3,4	1
Total Contact Hours			45	

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)				End Semester Exam (50%)
		CLA-1 (15%)	Mid-1 (15%)	CLA-2 (10%)	CLA-3 (10%)	
Level 1	Remember	40%	60%	20%	40%	30%
	Understand					
Level 2	Apply	50%	30%	60%	40%	50%
	Analyse					
Level 3	Evaluate	10%	10%	20%	20%	20%
	Create					
Total		100%	100%	100%	100%	100%

Recommended Resources

- Short, D. C. (2017). Human Resource Development: A Concise Introduction. Routledge.
- Gibb, S. (2017). Human Resource Development: Learning & Training for Individuals & Organizations. Sage Publications.
- McLean, G. N. (2018). "Organization Development: Principles, Processes, Performance." Berrett-Koehler Publishers
- Harrison, R., & Kessels, J. (2017). "Human Resource Development in a Complex World." Routledge.
- Lee, M. J., & Sogunro, O. A. (2019). "Principles of Human Resource Development." Routledge.
- Swanson, R. A., & Holton III, E. F. (2017). "Foundations of Human Resource Development." Berrett-Koehler
- Gilley, J. W., & Maycunich, A. (2015). "Principles of Human Resource Development." CRC Press

Other Resources

1. Swayam - NPTEL. (n.d.-b). <https://onlinecourses.nptel.ac.in/>

Articles

1. Kuchinke, K. P., Ardichvili, A., & Eversole, M. H. (2018). "A systematic review of HRD conceptual frameworks: A decade in the making." *Advances in Developing Human Resources*, 20(3), 291-309.
2. Joniak-Lüthi, A., & Bopp, C. (2017). "Towards a shared understanding of HRD: Theoretical perspectives on the development of a research agenda." *Human Resource Development International*, 20(4), 287-303.
3. Gibb, S., & Fink, J. (2019). "Human resource development in the gig economy." *Human Resource Development International*, 22(4), 311-325.
4. Watson, M. B., & Bryan, L. L. (2015). "Competing Values framework: A reflective guide for human resource development professionals." *Human Resource Development International*, 18(1), 21-38.
5. Rasli, A., & Ismail, I. (2017). "Human resource development, innovation and knowledge economy in Malaysia: A review." *Journal of Global Entrepreneurship Research*, 7(1), 1-12.

Human Resource Analytics

Course Code	BBA H08	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. Interpret the process for linking employee data to critical business outcomes.
2. Teach analytics to determine where to cut and where to invest as a HR strategy.
3. Devise strengths and identify any needs for improvement in the human resources function.
4. Articulate Balance Score Card, HRD Score Card – Accounting and Financial Statements and utilize the same.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Explain the basic concepts, tools, and techniques of work study	2	90%	85%
Outcome 2	Classify the human resources requirements quantitatively	2	75%	75%
Outcome 3	Use the tools and techniques of qualitative measurement of HR requirements	3	85%	85%
Outcome 4	Devise the knowledge necessary for preparing the manpower plan of a business enterprise and subsequent plans of actions	4	85%	80%
Outcome 5	Design analytics tools for HR planning techniques.	6	80%	80%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	2	2	2	1	3	0	0	0	0	0	2	0	2	2
Outcome 2	2	3	3	3	2	0	0	0	0	0	2	0	3	2
Outcome 3	2	3	2	2	3	0	0	0	0	0	2	0	2	2
Outcome 4	2	3	3	3	2	0	0	0	0	0	3	0	3	2
Outcome 5	2	3	3	3	3	0	0	0	0	0	3	0	3	2
Average	2	3	3	2	3	0	0	0	0	0	2	0	3	2

Course Unitization Plan- Theory

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	HR Metrics	8	1,2	1,2
	HR Metrics, Objectives, measurement, Types of data, Types of data analysis, Role of data in HR, ROI on HR practices, Data Visualization			
	Score card; Linking HR score card with Balanced Score Card			
	Financial Impact of HR Initiatives: Employee health, wellness and welfare, Employee Attitude and Engagement, Work-Life Programs, Staffing utility, HRD Initiatives.			
	Workforce Planning matrix: Payoff from enhanced selection, Talent Investment Analysis, Hidden cost of absenteeism, High cost of employee separation			
Unit 2	HR Audit	6	5	1
	HR Audit, contemporary practices in HR Audit: Interviews, Observation, HRD Audit Instruments, Questionnaires, HRD Score Card, Writing the HRD Audit Report, Designing and Using HRD Audit for Business Improvements.			
	HR Accounting and Linkage with budgeted financial norms; HRD Climate Audit and measurement			
Unit 3	Performance Assessment	8	3	1
	Definition, Traditional and Modern Methods			
	Extensive uses of Software like People software, Payroll software's, SAP etc.			
Unit 4	Software Applications for HR Functions	4	4	1
	Online Performance assessment			
	Preparing and linking KPI with business targets that are cascaded from the Budget; HR Dashboards: Importance, Types, Creation of Dashboards, Linking HR to business			
Unit 5	Analytical Tools for HR	10	1,2,3	1
	Descriptive and Prescriptive analytical tool usage in HR Function, LAMP framework, Analytical foundation of HR measurement; Basic applied statistics: Descriptive and Inferential Statistics, Central Tendency, Measures of Variability, Hypotheses Testing, Correlation			
	Controlling attrition through analytical tools and practices			
Total Contact Hours		36		

Course Unitization Plan- Practical

Exp No.	Experiment Name	Required Contact Hours	CLOs Addressed	References Used
	Simulation	5	2,3	2
	Case-study and Presentation	4	1,3,4,5	1,2
Total Contact Hours		9		

Learning Assessment- Theory (80% of Final Grade)

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)				End Semester Exam (50%)
		CLA-1 (10%)	Mid-1 (15%)	CLA-2 (10%)	Mid-2 (15%)	
Level 1	Remember	70%	70%	80%	80%	65%
	Understand					
Level 2	Apply	30%	30%	20%	20%	35%
	Analyse					
Level 3	Evaluate					
	Create					
Total		100%	100%	100%	100%	100%

Learning Assessment- Practical (20% of Final Grade)

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)			End Semester Exam (50%)
		Experiments (20%)	Record / Observation Note (10%)	Viva + Model (20%)	
Level 1	Remember	25%	60%	40%	10%
	Understand				
Level 2	Apply	45%	20%	40%	80%
	Analyse				
Level 3	Evaluate	30%	20%	20%	10%
	Create				
Total		100%	100%	100%	100%

Recommended Resources

1. Beyond HR: The new science of human capital. Boston, MASS: Boudreau, J. W., & Ramstad, P. M. (2007). Harvard Business School Press.
2. HRD Score Card 2500” by Dr. T. V. Rao, Published by: Response Books, Sage Publications, 2008
3. Cascio, W. F., & Boudreau, J. W. (2008). Investing in people: Financial impact of human resource initiatives. Upper Saddle River, NJ: FT Press
4. Cascio, W., & Boudreau, J. (2011). Investing in people: Financial impact of human resource initiatives (2nd ed.). Upper Saddle River, NJ: Pearson Education, Inc. FT Press. Fitz-enz, J. (2010). The new HR analytics: Predicting the economic value of your company's human capital investments. New York: AMACOM.
5. Robert S. Kaplan and David P Norton (2010). The Balanced Scorecard: Translating Strategy into Action

Other Resources

1. Swayam - NPTEL. (n.d.). <https://onlinecourses.nptel.ac.in/>

Conflict and Negotiation

Course Code	BBA H09	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. Analyze the multifaceted origins of conflict across various contexts, tracing historical, social, and psychological factors contributing to its emergence.
2. Evaluate diverse perspectives on conflict resolution methodologies, examining their effectiveness and limitations in addressing different types and intensities of conflict scenarios.
3. Recognize conflict assessment tools, communication strategies, and negotiation techniques to facilitate constructive resolution and mitigate escalation in real-world conflict situations.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Identify historical events and societal structures to identify patterns and root causes of conflicts, demonstrating an understanding of how historical, social, and psychological factors contribute to conflict emergence.	1	80%	75%
Outcome 2	Use conflict assessment tools to accurately diagnose conflict situations, demonstrating the ability to identify key stakeholders, underlying interests, and potential points of contention.	3	70%	60%
Outcome 3	Compare and contrast various conflict resolution methodologies, such as mediation, arbitration, and negotiation, to assess their efficacy and applicability in different conflict scenarios, considering factors such as power dynamics and cultural contexts.	4	80%	75%
Outcome 4	Design effective communication strategies and negotiation techniques to de-escalate conflicts and promote constructive dialogue among parties with divergent interests and perspectives, demonstrating proficiency in conflict resolution skills.	6	60%	55%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	3	2	2	2	3	1	3	3	3	3	3	3	1	2
Outcome 2	3	3	3	3	3	2	3	3	3	3	3	3	3	2
Outcome 3	3	3	3	3	3	1	3	3	3	3	3	3	2	2
Outcome 4	3	3	3	3	3	2	3	3	3	3	3	3	3	2
Average	3	3	3	3	3	2	3	3	3	3	3	3	2	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	UNIT 1	9	1,2	1,3
	Introduction - Origins of Conflict	3	1	
	Perspectives on Conflict, reasons for conflict	3	1,2	
	The nature and types of conflict, Goals, and Dispute Prevention.	3	1	
Unit 2	UNIT 2	9	2,3	1,3
	Conflict Assessment	3	2	
	Communication, perception, and cognitive biases	3	2,3	
	Third-Party Interventions, Styles and Tactics, Pre-negotiation Essentials	3	2	
Unit 3	UNIT 3	9	2,3,	1,2
	Conflict Escalation – The Dynamic Conflict Model – The Retaliatory Cycles	3	2	
	Dispute Resolution & Complaint Handling System	3	2,3	
	Conciliation and Investigation	3	2	
Unit 4	UNIT 4	9	2,3,4	3,4
	Managing Exceptionally Difficult People	3	2	
	The Role of Emotions, Logical Argument Mapping (LAM)	3	2	
	Vaaland’s Improvement Model, and Conflict Dynamic Profile	3	3,4	
Unit 5	UNIT 5	9	3,4	2,5, 6
	Mediation, Arbitration, and Negotiation.	3	2	
	Dealing with Negotiation Breakdowns, Communication in Negotiation	4	2,3,4	
	Social Context of Negotiation, Negotiation in Groups, Distributive-Integrative-Mixed Bargaining Measuring Conflict-Handling Ability and Feedback	2	2,3	
Total Contact Hours		45		

Learning Assessment

Bloom’s Level of Cognitive Task		Continuous Learning Assessments (50%)				End Semester Exam (50%)
		CLA-1 (10%)	Mid-1 (30%)	CLA-2 (10%)	CLA-3	
Level 1	Remember	80%	30%	40%		40%
	Understand					
Level 2	Apply	20%	60%	50%		50%
	Analyse					
Level 3	Evaluate	0	10%	10%		10%
	Create					
Total		100%	100%	100%		100%

Recommended Resources

1. Conflict Management: A Communications Skill Approach, by Engel wood Cliffs
2. Managing Conflict in Organizations, by M. Afzalur Rahim.
3. William W. Wilmot & Joyce L. Hocker, Interpersonal Conflict, 6th Edition
4. (McGraw-Hill, 2001).
5. Bercovitch, Jacob, et.al. 2009. The Sage Handbook of Conflict Resolution. New
6. Delhi: Sage Publication.
7. J. T. Dunlop, A. M. Zack, Mediation and Arbitration of Employment Disputes(Jossey-Bass, 1997).
8. Swayam. (n.d.). <https://onlinecourses.swayam2.ac.in/>

Cross-Cultural Management

Course Code	BBA H10	Course Category		L	T	P	C
				2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)			
Course Offering Department	Management	Professional / Licensing Standards					

Course Objectives / Course Learning Rationales (CLRs)

1. Infer and understand the meaning and nature of Culture
2. Describe knowledge of types of culture
3. Categorize the dimensions of cultural differentiation
4. Articulate future managers with National Cultures and Acclimatization

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Explain the concepts of culture in business context	1	75%	60%
Outcome 2	Classify the types of culture	2	60%	50%
Outcome 3	Infer dimensions of Cultural differentiation	2	70%	55%
Outcome 4	Illustrate national cultures at work	4	60%	50%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	3	2	3	2	0	1	2	1	2	2	3	3	2	3
Outcome 2	3	3	3	3	0	1	2	1	2	3	3	3	3	2
Outcome 3	3	3	3	3	0	1	2	1	2	2	3	2	3	2
Outcome 4	3	3	3	3	0	1	2	1	2	3	3	3	3	3
Average	3	3	3	3	0	1	0	1	2	3	3	3	3	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	INTRODUCTION TO CROSS-CULTURAL MANAGEMENT Introduction to Culture Importance of culture, etc A Systemic View of Culture Culture as a system roots of cultural identity Building blocks of culture.	9	1	1, 2, 3,4,5,6,
Unit 2	UNDERSTANDING CULTURE Key Concepts Key concepts in understanding culture Edward T Hall's framework; High and low context cultures Monochromic and polychromic cultures.	9	2	1, 2, 3,4,5,6,
Unit 3	DIMENSIONS OF CULTURAL DIFFERENTIATION Geert Hofstede's Model, Geert Hofstede, Cluckhohn Mapping the culture, Clyde Clickhohn's Cultural Orientation Framework	9	3	1, 2, 3,4,5,6,
	Cultural Differences in Management/Business Practices,			
	Implications for management practices, Strategy, organizational forms, leadership, motivation, team-working,			
Unit 4	NATIONAL CULTURES Studies of National Cultures,Group Presentations of National Cultures,National Cultures with reference to management and Business practices	9	4	1, 2, 3,4,5,6,
Unit 5	Adjusting to the New Culture, Understanding and managing the culture shock; stages of cultural adjustment; Course Review and Conclusion Clarifications if any, Summarization of course.	9	4	1, 2, 3,4,5,6,
Total Contact Hours			45	

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)				End Semester Exam (50%)
		CLA-1 (10%)	Mid-1 (15%)	CLA-2 (10%)	Mid-2 (15%)	
Level 1	Remember	60%	40%	60%	40%	40%
	Understand					
Level 2	Apply	40%	60%	40%	60%	60%
	Analyse					
Level 3	Evaluate					
	Create					
Total		100%	100%	100%	100%	100%

Recommended Resources

- Betina Szkudlarek, Dan V. Caprar, Joyce S. Osland, Laurence Romani (2020),The SAGE Handbook of Contemporary Cross-Cultural Management, SAGE Publications.
- Adler, A. (2010). Understanding human nature. Mansfield Center, CT: Martino Publishing.
- Barmeyer, C, Franklin, P (2016) Intercultural Management: A Case-based Approach to Achieving Complementarity and Synergy. New York: Palgrave Macmillan.
- Bhagat, RS, Steers, R (2009) Cambridge Handbook of Culture, Organizations, and Work. Cambridge: University Press.
- Browaays, MJ, Price, R (2008) Understanding Cross Cultural Management. Edinburgh: Pearson education.
- Marie-Joëlle Browaays, Roger Price (2019). Understanding Cross-cultural Management, Pearson.
- What is cross-cultural management and its importance? (no date) TimesPro. Available at: <https://timespro.com/blog/what-is-cross-cultural-management-and-its-importance> (Accessed: 10 July 2024).

Introduction to R and Python

Course Code	BBA A01	Course Category		L	T	P	C
				2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)			
Course Offering Department	Management	Professional / Licensing Standards					

Course Objectives / Course Learning Rationales (CLRs)

1. Summarize R and Python programming to start a data science career.
2. Use powerful Python libraries, such as Pandas, NumPy, ggplot, matplotlib, and so on.
3. Solve real-world problems with case studies.
4. Contrast data from various sources, illustrate better data visualization plots, and correlate meaningful and in-depth insights from the data

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Summarize the Python Environment and several powerful Python libraries	2	80%	80%
Outcome 2	Interpret R-studio, along with data frames and constructs in R	2	75%	75%
Outcome 3	Use data pre-processing, visualization, and exploratory data analysis techniques using Python	3	85%	85%
Outcome 4	Use data pre-processing, visualization, and exploratory data analysis techniques using R	3	75%	75%
Outcome 5	Solve real-life analytics problems using machine learning models in R or Python	3	70%	70%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	2	2	1	1	2	3	0	0	2	2	1	1	2	3
Outcome 2	2	3	3	3	3	3	0	0	2	3	3	3	3	3
Outcome 3	2	2	1	1	2	3	0	0	2	2	1	1	2	3
Outcome 4	2	3	3	3	3	3	0	0	2	3	3	3	3	3
Outcome 5	2	3	3	3	3	3	0	0	2	3	3	3	3	3
Average	2	2.6	2.2	2.2	2.6	3	0	0	2	2.6	2.2	2.2	2.6	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Introduction to Python	1	1	1
	Installation of developer environment- Anaconda and Jupyter			
	Basic Python Programming			
Unit 2	Python Data types and Control structure	3	2	1
	Python list, tuple, dictionary, and sets			
	If-else condition, Python loops, Python functions			
Unit 3	Numpy and Pandas	5	2	1
	Basic of Numpy, structure and control of arrays, array operations			
	Introduction to Pandas, file upload and data analysis, indexing dataframe, merging dataframe and arithmetic operations			
Unit 4	Data Analysis using Python	6	2	1
	Data extraction and pre-processing			
	Data visualization and Exploratory Data analysis			
Unit 5	Introduction to R	3	3	2
	Installation of R-studio			
	Vectors in R			
	Factors in R			
	Introduction to matrices in R			
Unit 6	Dataframes and Constructs in R	3	3	2
	Creating, accessing, and operating dataframes; file upload into dataframe			
	Rational and logical operators in R			
	Loops and Built-in functions			
Unit 7	Data Analysis using R	9	4	2
	Upload Excel files into R, data pre-processing, visualization plots			
	Regression in R			
Total Contact Hours		30		

Course Unitization Plan- Lab

Exp No.	Experiment Name	Required Contact Hours	CLOs Addressed	References Used
	Solve real-life datasets and case studies using R	7	3,4,5	2
	Solve real-life datasets and case studies using Python	8	1,2	1
Total Contact Hours		15		

Learning Assessment-Theory(80%)

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)				End Semester Exam (50%)
		CLA-1 (10%)	Mid-1 (15%)	CLA-2 (10%)	Mid-2 (15%)	
Level 1	Remember	70%	70%	60%	60%	50%
	Understand					
Level 2	Apply	30%	30%	40%	40%	50%
	Analyse					
Level 3	Evaluate					
	Create					
Total		100%	100%	100%	100%	100%

Learning Assessment-Lab(20%)

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)			End Semester Exam (50%)
		Experiments (20%)	Record / Observation Note (10%)	Viva + Model (20%)	
Level 1	Remember	40%	50%	80%	20%
	Understand				
Level 2	Apply	60%	50%	20%	80%
	Analyse				
Level 3	Evaluate				
	Create				
Total		100%	100%	100%	100%

Recommended Resources

1. An Introduction to Statistical Learning with Applications in Python. Gareth James, Written, Hastie, Tibshirani, Taylor; Springer Publications
2. An Introduction to Statistical Learning with Applications in R. Gareth James, Written, Hastie, Tibshirani, Taylor; Springer Publications
3. Recommended Online Resources: https://onlinecourses.nptel.ac.in/noc22_cs32/preview

Excel for Managers

Course Code	BBA A02	Course Category		L	T	P	C
				2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)			
Course Offering Department	Management	Professional / Licensing Standards					

Course Objectives / Course Learning Rationales (CLRs)

1. Contrast the basics and key features of Excel through hands-on training.
2. Correlate advanced skills in Excel.
3. Distill knowledge on data management and reporting in Excel.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Summarize the basic and intermediate functions in Excel	2	80%	70%
Outcome 2	Interpret data management tools in MS Access	3	70%	70%
Outcome 3	Apply spreadsheet formulas in real-life scenarios	3	75%	65%
Outcome 4	Develop dashboards using advanced functions	5	70%	65%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	3	1	1	1	1	1	1	2	1	1	2	1	3	2
Outcome 2	3	3	3	2	1		1	2	1	3	2	2	2	2
Outcome 3	3	3	2	3	2			3	2	3	2	1	3	3
Outcome 4	3	3	3	3	2	1	1	3	2	3	3	2	2	3
Average	2	2.5	2	2	2.5	3	0	0	2.5	0	0	2	2.5	2

Course Unitization Plan- Theory

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Introduction to Excel			
	Introduction & Basic functions	1	1	1
	Keyboard Shortcuts – Formatting – Replace & Substitute function	1		
	Data validation – Name Manager - Protecting cells	2		
	Worksheet – Creating Random database - Page layouts.	1		
Unit 2	Data Analysis & Logical functions			
	Sorting – Filtering – Creating tables	1	1,2	1
	Pivot tables and Groups	1		
	Graphs & Financial functions	1		
	IF Function & Nested IF Functions	1		
	And/OR, NOT	1		
Unit 3	Advanced functions			
	Lookup functions – Vlookup, Hlookup	1	2,3	1
	Xlookup, Match, XMatch& Index	2		
	Choose, Offset & Indirect	2		
Unit 4	Database Management			
	Integration with MS Access, Database Basics, tables, queries	2	2,3	1
	Advanced queries, Basic macros, designing forms.	3		
Unit 5	Interactive Dashboard			
	Creating excel dashboards	2	3,4	1
	Dynamic graphs	3		
Total Contact Hours			25	

Course Unitization Plan-Lab

Exp No.	Experiment Name	Required Contact Hours	CLOs Addressed	References Used
1	Excel Basics, Case studies with Advanced excel – Lookup functions, Logical functions, Database Management tools with MS Access, charts, financial functions, & creating dashboards	35	1,2,3,4	1
Total Contact Hours			35	

Learning Assessment-Theory(40%)

Bloom’s Level of Cognitive Task		Continuous Learning Assessments (50%)		
		CLA-1 (10%)	CLA-2 (15%)	CLA-3 (15%)
Level 1	Remember	80%	80%	80%
	Understand			
Level 2	Apply	20%	20%	20%
	Analyse			
Level 3	Evaluate			
	Create			
Total		100%	100%	100%

Learning Assessment-Lab(60%)

Bloom’s Level of Cognitive Task		Assignment 1 (10%)	Assignment 2 (10%)	Project (20%)	End Semester (Project & Viva Voce) (20%)
Level 1	Remember	20%	20%	20%	20%
	Understand				
Level 2	Apply	80%	80%	80%	80%
	Analyse				
Level 3	Evaluate				
	Create				
Total		100%	100%	100%	100%

Recommended Resources

1. Murdic, R.G. and Ross J.E., Information System for Modern Management (PHI: New Delhi).
2. Laudon and Laudon, Management Information System (Pearson : New Delhi).
3. Microsoft Excel 2019 Data Analysis and Business Modeling - Wayne Winston
4. Recommended Online Resources: https://onlinecourses.nptel.ac.in/noc22_cs32/preview

Data Visualization

Course Code	BBA A03	Course Category		L	T	P	C
				2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)			
Course Offering Department	Management	Professional / Licensing Standards					

Course Objectives / Course Learning Rationales (CLRs)

1. Contrast the basics and key features of Excel through hands-on training.
2. Integrate advanced skills in Excel for enhanced functionality.
3. Distill knowledge on data management and reporting in Excel.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Summarize the basic and intermediate functions in Excel	2	80%	70%
Outcome 2	Interpret data management tools in MS Access	3	70%	70%
Outcome 3	Apply spreadsheet formulas in real-life scenarios	3	75%	65%
Outcome 4	Develop dashboards using advanced functions	5	70%	65%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	2	3	2	2	3	1	1	2	2	1	1	2	2	3
Outcome 2	2	3	3	2	3	1	1	2	2	1	2	3	2	3
Outcome 3	2	3	2	2	3	1	1	3	2	1	2	3	2	3
Outcome 4	2	3	3	2	3	1	1	2	2	1	2	3	2	3
Average	2	2.5	2	2	2.5	3	1	0	2.5	1	2	2	2.5	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Data Cleaning & Preparation	10	1	1
	Introduction to Data	3		
	Data cleaning: remove missing values, null, blanks	3		
	Data Transformation: Text functions, Number functions, split column, group by Relations: Merge data, Append rows, relations: Left, right, full join Column from example, Conditional Column	4		
Unit 2	Connect Data & Organise Data	8	2	2
	Data Import from different files, class of data	2		
	Creating Groups, Hierarchies	2		
	Data Filtering: Dimension, date, Numerical, custom, etc Data Sorting Creating Sets	4		
Unit 3	Build Common Views	7	3	2
	Time based visualization	1		
	Scatter plot	2		
	Bar, column, histogram	2		
	Pie chart, tree map, doughnut chart	1		
	Bar in bar chart, Bullet chart, Tree maps, highlight the data	1		
Unit 4	Geographical and advance visualization	7	4	3
	Symbol map, density map	1		
	Create calculated fields, measures	2		
	Apply table calculations	2		
	Create relations, join, Union, Blend, analytics in Tableau	2		
Unit 5	Create Dashboards and Stories	13	4	3
	Build dashboard, Interactive dashboard, Refine dashboard, story telling using Data	13		
Total Contact Hours			45	

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (100%)				Viva (10%)
		CLA-1 (20%)	Project-1 (25%)	CLA-2 (20%)	Project-2 (25%)	
Level 1	Remember	40%	40%	40%	30%	40%
	Understand					
Level 2	Apply	60%	60%	60%	70%	60%
	Analyse					
Level 3	Evaluate					
	Create					
Total		100%	100%	100%	100%	100%

Recommended Resources

1. Steve Wexler_ Jeffrey Shaffer_ Andy Cotgreave - The Big Book of Dashboards_ Visualizing Your Data Using Real-World Business Scenarios
2. Ryan Sleeper - Innovative Tableau_ 100 More Tips, Tutorials, and Strategies-O'Reilly Media (2020)
3. Alexander Loth - Visual Analytics with Tableau (2019, Wiley)
4. https://onlinecourses.nptel.ac.in/noc24_mg113/preview

Other Resources

1. <https://elearning.tableau.com/>

Supply Chain Analytics

Course Code	BBA A06	Course Category		L	T	P	C
				2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)			
Course Offering Department	Management	Professional / Licensing Standards					

Course Objectives / Course Learning Rationales (CLRs)

1. Describe concepts of data cleaning and preparation.
2. Summarize methods to import and organize data in Tableau.
3. Explain the application of data visualization.
4. Design interactive dashboards and create stories using Tableau

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Describe the intuition behind data cleaning as well as more advanced cleaning	3	80%	80%
Outcome 2	Summarize how to import and organize data	3	80%	80%
Outcome 3	Demonstrate common views using Power BI	4	75%	75%
Outcome 4	Differentiate the process involved and security issues present in data visualization	4	70%	70%
Outcome 5	Forecast demand and to predict and monitor supply and replenishment policies	3	80%	80%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	2	2	1	1	2	3	0	0	2	2	1	1	2	3
Outcome 2	2	3	3	3	3	3	0	0	2	3	3	3	3	3
Outcome 3	2	2	1	1	2	3	0	0	2	2	1	1	2	3
Outcome 4	2	3	3	3	3	3	0	0	2	3	3	3	3	3
Outcome 5	2	3	3	3	3	3	0	0	2	3	3	3	3	3
Average	2	2.6	2.2	2.2	2.6	3	0	0	2	2.6	2.2	2.2	2.6	3

Course Unitization Plan- Theory

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Basics of Supply Chain Management	10	1,2,3	1
	Supply Chain Management –An Overview			
	Supply Chain Analysis-Types of Supply Chains, Advanced Planning			
Unit 2	Concepts of Advanced Planning Systems	15	4,5	1
	Structure of Advanced Planning Systems, Strategic Network Planning, Demand Planning, Master Planning, Demand Fulfilment and ATP			
	Production Planning and Scheduling, Purchasing and Material Requirements Planning, Distribution and Transport Planning, Coordination and Integration, Collaborative Planning			
Unit 3	Implementing Advanced Planning Systems	10	2,3,4,5	1
	The Definition of a Supply Chain Project			
	The Implementation Process			
Total Contact Hours		35		

Course Unitization Plan-Lab

Exp No.	Experiment Name	Required Contact Hours	CLOs Addressed	References Used
	Case Study	5	3,4,5	2
	Simulation	5	1,2	1
Total Contact Hours		10		

Learning Assessment-Theory

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)				End Semester Exam (50%)
		CLA-1 (10%)	Mid-1 (15%)	CLA-2 (10%)	Mid-2 (15%)	
Level 1	Remember	70%	70%	60%	60%	40%
	Understand					
Level 2	Apply	30%	30%	40%	40%	60%
	Analyse					
Level 3	Evaluate					
	Create					
Total		100%	100%	100%	100%	100%

Learning Assessment-Lab

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)			End Semester Exam (50%)
		Experiments (20%)	Record / Observation Note (10%)	Viva + Model (20%)	
Level 1	Remember	40%	50%	80%	20%
	Understand				
Level 2	Apply	60%	50%	20%	80%
	Analyse				
Level 3	Evaluate				
	Create				
Total		100%	100%	100%	100%

Recommended Resources

1. Stadler Hartmut and Kilger Christoph (2005), "Supply Chain Management and Advanced Planning: Concepts, Models, Software and Case Studies", Third Edition, Springer, ISBN-3-540-22065-8
2. Recommended Course: https://onlinecourses.nptel.ac.in/noc23_mg71/preview

HR Analytics

Course Code	BBA A07	Course Category		L	T	P	C
				2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)			
Course Offering Department	Management	Professional / Licensing Standards					

Course Objectives / Course Learning Rationales (CLRs)

1. Summarize the process for linking employee data to critical business outcomes.
2. Utilize analytics to determine where to cut and where to invest as an HR strategy.
3. Recognize strengths and identify needs for improvement in the human resources function.
4. Describe Balance Score Card, HRD Score Card – Accounting and Financial Statements and use them effectively.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Explain the basic concepts, tools, and techniques of work study	2	90%	85%
Outcome 2	Assess the human resources requirements quantitatively	3	75%	75%
Outcome 3	Use the tools and techniques of qualitative measurement of HR requirements	2	85%	85%
Outcome 4	Devise the knowledge necessary for preparing the manpower plan of a business enterprise and subsequent plans of actions	2	85%	80%
Outcome 5	Discover analytics tools for HR planning techniques.	3	80%	80%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	2	2	1	1	2	3	0	0	2	2	1	1	2	3
Outcome 2	2	3	3	3	3	3	0	0	2	3	3	3	3	3
Outcome 3	2	2	1	1	2	3	0	0	2	2	1	1	2	3
Outcome 4	2	3	3	3	3	3	0	0	2	3	3	3	3	3
Outcome 5	2	3	3	3	3	3	0	0	2	3	3	3	3	3
Average	2	2.6	2.2	2.2	2.6	3	0	0	2	2.6	2.2	2.2	2.6	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	HR Metrics	8	1,2	1,2
	HR Metrics, Objectives, measurement, Types of data, Types of data analysis, Role of data in HR, ROI on HR practices, Data Visualization			
	Score card; Linking HR score card with Balanced Score Card			
	Financial Impact of HR Initiatives: Employee health, wellness and welfare, Employee Attitude and Engagement, Work-Life Programs, Staffing utility, HRD Initiatives.			
	Workforce Planning matrix: Payoff from enhanced selection, Talent Investment Analysis, Hidden cost of absenteeism, High cost of employee separation			
Unit 2	HR Audit	6	5	1
	HR Audit, contemporary practices in HR Audit: Interviews, Observation, HRD Audit Instruments, Questionnaires, HRD Score Card, Writing the HRD Audit Report, Designing and Using HRD Audit for Business Improvements.			
	HR Accounting and Linkage with budgeted financial norms; HRD Climate Audit and measurement			
Unit 3	Performance Assessment	8	3	1
	Definition, Traditional and Modern Methods			
	Extensive uses of Software like People software, Payroll software's, SAP etc.			
Unit 4	Software Applications for HR Functions	4	4	1
	Online Performance assessment			
	Preparing and linking KPI with business targets that are cascaded from the Budget; HR Dashboards: Importance, Types, Creation of Dashboards, Linking HR to business			
Unit 5	Analytical Tools for HR	10	1,2,3	1
	Descriptive and Prescriptive analytical tool usage in HR Function, LAMP framework, Analytical foundation of HR measurement; Basic applied statistics: Descriptive and Inferential Statistics, Central Tendency, Measures of Variability, Hypotheses Testing, Correlation			
	Controlling attrition through analytical tools and practices			
Total Contact Hours		36		

Course Unitization Plan- Lab

Exp No.	Experiment Name	Required Contact Hours	CLOs Addressed	References Used
	Simulation	5	2,3	2
	Case-study and Presentation	4	1,3,4,5	1,2
Total Contact Hours		9		

Learning Assessment -Theory

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)				End Semester Exam (50%)
		CLA-1 (10%)	Mid-1 (15%)	CLA-2 (10%)	Mid-2 (15%)	
Level 1	Remember	70%	70%	80%	80%	65%
	Understand					
Level 2	Apply	30%	30%	20%	20%	35%
	Analyse					
Level 3	Evaluate					
	Create					
Total		100%	100%	100%	100%	100%

Learning Assessment -Lab

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)			End Semester Exam (50%)
		Experiments (20%)	Record / Observation Note (10%)	Viva + Model (20%)	
Level 1	Remember	25%	60%	80%	20%
	Understand				
Level 2	Apply	75%	40%	20%	80%
	Analyse				
Level 3	Evaluate				
	Create				
Total		100%	100%	100%	100%

Recommended Resources

1. Beyond HR: The new science of human capital. Boston, MASS: Boudreau, J. W., & Ramstad, P. M. (2007). Harvard Business School Press.
2. HRD Score Card 2500” by Dr. T. V. Rao, Published by: Response Books, Sage Publications, 2008
3. Cascio, W. F., & Boudreau, J. W. (2008). Investing in people: Financial impact of human resource initiatives. Upper Saddle River, NJ: FT Press
4. Cascio, W., & Boudreau, J. (2011). Investing in people: Financial impact of human resource initiatives (2nd ed.). Upper Saddle River, NJ: Pearson Education, Inc. FT Press. Fitz-enz, J. (2010). The new HR analytics: Predicting the economic value of your company's human capital investments. New York: AMACOM.
5. Robert S. Kaplan and David P Norton (2010). The Balanced Scorecard: Translating Strategy into Action
6. Recommended Course: https://onlinecourses.nptel.ac.in/noc24_hs126/preview

Marketing Analytics

Course Code	BBA A08	Course Category		L	T	P	C
				2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)			
Course Offering Department	Management	Professional / Licensing Standards					

Course Objectives / Course Learning Rationales (CLRs)

1. Define of consumers' demographic and behaviour
2. Data connect for making marketing decision
3. Intrepretation of marketing modelling
4. How to use the data for formulating marketing strategies

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Summarize how demographic information influences consumer choices.	1	80	65
Outcome 2	Relate various data analysis techniques to extract meaningful insights from marketing data.	3	75	65
Outcome 3	Relate marketing models to real-world scenarios for predicting consumer behavior.	4	70	60
Outcome 4	Critically judge the impact of data-driven decisions on overall marketing success.	5	80	70

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)											PSO 1	PSO 2	PSO 3
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning			
Outcome 1	2	3	2	2	3	1	1	2	2	1	1	2	2	3
Outcome 2	2	3	3	2	3	1	1	2	2	1	2	3	2	3
Outcome 3	2	3	2	2	3	1	1	3	2	1	2	3	2	3
Outcome 4	2	3	3	2	3	1	1	2	2	1	2	3	2	3
Average	2	3	2	2	3	1	1	2	2	1	2	3	2	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Using Excel to Summarize Marketing Data	10	1	1
	Slicing and Dicing Marketing Data with PivotTables	3		
	Analyzing Sales at La Petit Bakery	3		
	Analyzing How Demographics Affect Sale Pulling Data from a PivotTable with the GETPIVOTDATA Function	4		
Unit 2	Using Excel Charts to Summarize Marketing Data	8	2	2
	Combination Charts, Using a PivotChart to Summarize Market Research Surveys	2		
	Summarizing Monthly Sales-Force Rankings, Using Statistical Functions to Summarize Marketing Data	3		
	Using GETPIVOTDATA to Create the End-of-Week Sales Report, Summarizing Data with a Histogram	3		
Unit 3	Forecasting	7	3	2
	Simple Linear Regression and Correlation	2		
	Scatter plot	1		
	Using Multiple Regression to Forecast Sales	1		
	Running a Regression with the Data Analysis Add-In	2		
	Forecasting in the Presence of Special Events	1		
Unit 4	Logistic Regression	7	3	2
	Why Logistic Regression Is Necessary	3		
	Maximum Likelihood Estimate of Logistic Regression Model	3		
	Logistic Regression Model	1		
Unit 5	Create Marketing Dashboards and Stories	13	4	3
	Build dashboard, Interactive dashboard, Refine dashboard, story telling using Data	13		
Total Contact Hours			45	

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (100%)				Viva (10%)
		CLA-1 (20%)	Project-1 (25%)	CLA-2 (20%)	Project-2 (25%)	
Level 1	Remember	40%	40%	20%	30%	20%
	Understand					
Level 2	Apply	40%	40%	40%	30%	40%
	Analyse					
Level 3	Evaluate	20%	20%	40%	40%	40%
	Create					
Total		100%	100%	100%	100%	100%

Recommended Resources

1. Winston, W. L. (2014). Marketing analytics: Data-driven techniques with Microsoft Excel. John Wiley & Sons.
2. Kumar, V., & van Heerde, H. J. Cutting-Edge Marketing Analytics.
3. Linoff, G. S., & Berry, M. J. (2011). Data mining techniques: for marketing, sales, and customer relationship management. John Wiley & Sons.

Other Resources

1. Lilien, G. L., Rangaswamy, A., & De Bruyn, A. (2017). Principles of marketing engineering and analytics. DecisionPro.
2. Recommended Courses: https://onlinecourses.nptel.ac.in/noc20_mg30/preview

Capstone Project using Analytics

Course Code	BBA A12	Course Category		L	T	P	C
				2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)			
Course Offering Department	Management	Professional / Licensing Standards					

Course Objectives / Course Learning Rationales (CLRs)

1. Connect a business problem using information systems application
2. Design business intelligence solutions
3. Relate systems analysis to a complex project
4. Correlate complex data to recommend a strategic decision making

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Solve real-life complex business problem	2	90%	85%
Outcome 2	Connect and interpret real-life business data	3	75%	75%
Outcome 3	Solve modern analytics tools and gain insight from data	2	85%	85%
Outcome 4	Design business intelligence solution	2	85%	80%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	2	2	1	1	2	3	0	0	2	2	1	1	2	3
Outcome 2	2	3	3	3	3	3	0	0	2	3	3	3	3	3
Outcome 3	2	2	1	1	2	3	0	0	2	2	1	1	2	3
Outcome 4	2	3	3	3	3	3	0	0	2	3	3	3	3	3
Average	2	3	3	3	3	3	0	0	2	3	3	3	3	3

Course Unitization Plan- Theory

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	PowerBI	8	1,2,3,4	-
	Solve a real-life industry problem using PowerBI			
Unit 2	Tableau	6	1,2,3,4	-
	Solve a real-life industry problem using Tableau			
Unit 3	Classification	8	1,2,3,4	-
	Apply analytics knowledge and perform classification task on a real-time data set			
Unit 4	Regression	4	1,2,3,4	-
	Apply analytics knowledge and perform regression task on a real-time data set			
Unit 5	Excel	10	1,2,3,4	1
	Solve a real-life industry problem using Excel			
Total Contact Hours		36		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (100%)				
		CLA-1 20%	CLA 20%	Project 1 20%	Project 2 20%	Viva 20%
Level 1	Remember	-	-	-	-	40
	Understand					
Level 2	Apply	70	60	70	30	60
	Analyse					
Level 3	Evaluate	30	40	30	70	-
	Create					
Total		100 %	100%	100%	100%	100%

Recommended Resources

1. Recommend Courses: https://onlinecourses.swyam2.ac.in/ntr20_ed16/preview

Financial Modelling

Course Code	BBA FA4	Course Category		L	T	P	C
				2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)			
Course Offering Department	Management	Professional / Licensing Standards					

Course Objectives / Course Learning Rationales (CLRs)

1. Interpret the importance and the concepts of financial modelling.
2. Identify the financial functions available in MS Excel to build financial models.
3. Explain the use of MS Excel in Accounting and Portfolio formation.
4. Relatethe financial model building process.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Critically discuss the basics of financial modelling for decision-making	1	70%	70%
Outcome 2	Select the appropriate MS Excel tools for financial analysis	2	80%	70%
Outcome 3	Conclude the MS Excel tools in accounting and portfolio selection	3	80%	80%
Outcome 4	Implement the appropriate MS Excel functions and Macros to build financial models	3	75%	70%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	2	2	1	1	2	3	0	0	2	2	1	1	2	3
Outcome 2	2	3	3	3	3	3	0	0	2	3	3	3	3	3
Outcome 3	2	2	1	1	2	3	0	0	2	2	1	1	2	3
Outcome 4	2	3	3	3	3	3	0	0	2	3	3	3	3	3
Average	2	3	3	3	3	3	0	0	2	3	3	3	3	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	UNDERSTANDING THE BASIC FEATURES OF EXCEL	12		
	Introduction to modelling, introduction to excel	3	1	1
	Understanding advanced features of excel database functions in excel, creating charts using forms and control toolbox	3	1	1
	Understanding finance functions present in excel,	3	1	1
	Creating dynamic models	3	1	1
Unit 2	SENSITIVITY ANALYSIS USING EXCEL	10		
	Scenario manager, other sensitivity analysis features	3	2	1
	simulation using excel different statistical distributions used in simulation generating random numbers that follow a particular distribution	4	2	1
	Building models in finance using simulation	3	2	1
Unit 3	EXCEL IN ACCOUNTING	14		1
	Preparing common size statements directly from trial balance, forecasting financial statements using excel	4	3	1
	Analysing financial statements by using spreadsheet model, excel in project appraisal	3	3	1
	Determining project viability. Risk analysis in project appraisal, simulation in project appraisal	3	3	1
	Excel in valuation, determination of value drivers, discontinued cash flow valuation, risk analysis in valuation	4	3	1
Unit 4	EXCEL IN PORTFOLIO THEORY	12		1
	Determining efficient portfolio, creating dynamic portfolios	3	3	1
	Portfolio insurance, fixed income portfolio management using excel	3	3	1
	Excel in derivatives black and schols model in excel, Greeks in excel	3	3	1
	Real options valuation, building a mega model	3	3	1
Unit 5	UNDERSTANDING SUBROUTINES AND FUNCTIONS AND BUILDING SIMPLE FINANCIAL MODELS USING SUBROUTINES AND FUNCTION	12		
	Recording and editing macros, subroutines and functions	3	4	1
	Decision rules, message box and input box	3	4	1
	Debugging, designing advanced financial models using visual basic application user forms	3	4	1
	Other advanced features, actual model building	3	4	1
Total Contact Hours			60	

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)				End Semester Exam (50%)
		CLA-1 (10%)	Mid-1 (15%)	CLA-2 (10%)	Mid-2 (15%)	
Level 1	Remember	50%	40%	50%	40%	35%
	Understand					
Level 2	Apply	50%	60%	50%	60%	65%
	Analyse					
Level 3	Evaluate					
	Create					
Total		100%	100%	100%	100%	100%

Recommended Resources

1. Special Edition Using Microsoft Excel 2000 by Blattner, Ulrich, Cook, and Dyck (QUE Macmillan).
2. Recommended Courses: <https://nptel.ac.in/courses/110107073>

Launching Your Startup

Course Code	BBA E01	Course Category		L	T	P	C
				2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)			
Course Offering Department	Management	Professional / Licensing Standards					

Course Objectives / Course Learning Rationales (CLRs)

- To equip students with the essential skills and foster the ability to transform innovative ideas into viable startups.
- To develop a foundation of financial literacy, leadership, and decision-making, enabling students to navigate the dynamic landscape of entrepreneurship.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Explain key concepts and terminology related to entrepreneurship and startup launch.	1	90%	80%
Outcome 2	Discover Entrepreneurial Opportunities and Apply ideation techniques to generate startup ideas.	3	80%	80%
Outcome 3	Illustrate the desirability and potential risk of their startup plan	4	70%	70%
Outcome 4	Develop a comprehensive Business Plan for their startup	6	70%	70%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	3									1				
Outcome 2	3	3	3	3	2	1		3		3				
Outcome 3	3	2	3	3	2			3		2				
Outcome 4	3	3	3	3	2	1	2	3	3	3				
Average	3	2	2.25	2.25	1.5	0.5	0.5	2.25	0.75	0.75	2.25			

Course Unitization Plan

Module No.	Syllabus Topics	Required Contact Hours	CLOs Addressed	References Used
Module 1	Building the Base	15		
	Opportunity Recognition	2	1,2	1,2
	Ideation	4	1,2	1,2
	Value Proposition	3	2,3	1,2
	Team Building	2	1,3	1,2
	Customer Discovery	2	1,3	1,2
	Market Analysis	2	1,3	1,2
Module 2	Preparing for Launch	20		
	Business Model Canvas	1	1,4	1,2
	Customer Relationship	1	1,3,4	1,2
	Channels	2	1,4	1,2
	Key Partners	1	1,4	1,2
	Key Activities	1	1,4	1,2
	Key Resources	1	1,4	1,2
	Revenue Structure	2	1,4	1,2
	Cost Structure	2	1,4	1,2
	Preparing Business Plan	3	1,4	1,2
	Plan Pitching	3	1,4	1,2
Module 3	Launch	10		
	Prototyping	5	1,4	1,2
	Types of Establishments	1	1	1,2
	Legal aspects in Entrepreneurship	3	1	1,2
	Indian Entrepreneurial Ecosystem	1	1	1,2
Total Contact Hours		45		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (100%)			
		CLA-1 (20%)	CLA-2 (20%)	CLA-3 (30%)	CLA-4 (30%)
Level 1	Remember	100%			
	Understand				
Level 2	Apply	100%		80%	50%
	Analyse				
Level 3	Evaluate			20%	50%
	Create				
Total		100%	100%	100%	100%

Recommended Resources

1. Recommended Resources
2. Bruce R. Barringer, R. Duane Ireland. Entrepreneurship Successfully Launching New Ventures, Pearson; 2020
3. Robert D. Hasrich, Dean A. Shepherd, Michael P. Peters, Entrepreneurship, McGraw Hill, 2020

Other Resources

1. Larry Keeley Brian Quinn Ryan Pikkell. Ten types of innovation -the discipline of building breakthroughs, John Wiley& Sons, Inc; 2013
2. Eric Ries. The lean startup how constant innovation creates radically successful businesses, Penguin Books
3. teachningentrepreneurship.org
4. <https://www.coursera.org/learn/entrepreneurship/home/week/1>
5. <https://www.coursera.org/learn/entrepreneurship-2/home/week/1>
6. <https://www.coursera.org/learn/entrepreneurship-1/home/week/1>

Family Business Management

Course Code	BBA E02	Course Category		L	T	P	C
				2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)			
Course Offering Department	Management	Professional / Licensing Standards					

Course Objectives / Course Learning Rationales (CLRs)

1. To enable students in managing family business and create strategies for success.
2. To create strategies for success and provide students with the skillset and tools to manage a family business

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Interpret the dynamics of family business, roles & responsibilities	2	90%	80%
Outcome 2	Interpret Communication and Conflict resolution	2	80%	70%
Outcome 3	Use the concepts of Governance and succession planning	3	80%	80%
Outcome 4	Use professionalizing theory in the family businesses.	3	70%	70%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	3			1										
Outcome 2	3	3		1	1		3	3	2					
Outcome 3	3	2	2	1			2		2	3				
Outcome 4	3	2	2	1	1		3	2	2	3				
Average	3	1.75	1	1	0.5		1.5	1	1.25	1.5	1.5			

Course Unitization Plan

Module No.	Syllabus Topics	Required Contact Hours	CLOs Addressed	References Used
Module 1	Understanding the dynamics of Family businesses	10		
	The intersection of family and business		1	1,2
	Characteristics of family business	2	1	1,2
	To explore the impact of family dynamics on business decisions	2	1	1,2
	Identify the strengths and challenges of family involvement in business	2	1	1,2
	Roles and responsibilities:		1	1,2
	Establish clear roles and responsibilities for family members in the business.	1	1	1,2
	Discuss the importance of fair and transparent decision-making processes.	1	1	1,2
	Address potential conflicts related to hierarchy and authority	1	1	1,2
REVIEW OF MODULE 1	1			
Module 2	Governance and Succession Planning	15		
	Creating a Family Business Governance Structure:		2	1,2
	Introduce the concept of governance and its role in family businesses.	2	2	1,2
	Explore different governance models and their applicability.	3	2	1,2
	Establish guidelines for effective decision-making and communication.	2	2	1,2
	Succession Planning:		2	1,2
	The importance of succession planning for family businesses.	3	2	1,2
	To develop a succession plan, considering both family and business needs.	2	2	1,2
	Strategies for managing the transition between generations.	2	2	1,2
REVIEW OF MODULE 2	1		1,2	
Module 3	Professionalizing the Family Business	12		
	Balancing Family and Professionalism:		3	1,2
	To explore the challenges of professionalism within a family business.	2	3	1,2
	To implement policies and practices to enhance professionalism.	2	3	1,2
	To foster a culture of continuous learning and development	1	3	1,2
	Strategic Planning and Innovation:		3	1,2
	To develop strategic plans to ensure the long-term success of the family business.	2	3	1,2
	To encourage innovation and adaptability to stay competitive in the market.	2	3	1,2
	To explore case studies of successful family businesses that have embraced change.	2	3	1,2
REVIEW OF MODULE 3	1	3		
Module 4	Communication and Conflict Resolution	8		
	Effective Communication:		4	1,2
	To highlight the importance of open and transparent communication in family businesses.	1	4	1,2
	Provide communication strategies to address sensitive issues.	1	4	1,2
	Foster a culture of active listening and constructive feedback.	1	4	1,2
	Conflict Resolution Strategies:		4	1,2
	Identify common sources of conflict in family businesses.	1	4	1,2
	Introduce conflict resolution techniques tailored to the unique dynamics of family enterprises.	2	4	1,2
	Facilitate discussions on handling disputes and building consensus.	1	4	1,2
REVIEW OF MODULE 4	1	4		
Total Contact Hours		45		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (60%)			End Semester Exam (40%)
		CLA-1 (15%)	CLA-2 (15%)	CLA 3 (30%)	
Level 1	Remember	80%	60%	70%	40%
	Understand				
Level 2	Apply	20%	40%	30%	60%
	Analyse				
Level 3	Evaluate				
	Create				
Total		100%	100%	100%	100%

Recommended Resources

1. Family Business Mgmt by Rodrigo Basco July 2023 – American University Of Sharjah. www.researchgate.net/publication/372661184
2. Family Business by Dr.Prerna Dec 2021. Publisher : Ignited Minds Jounals, www.ignited.in
3. Family Business @ www.khatobook.com

Other Resources

1. Family Business - course. (n.d.). https://onlinecourses.swayam2.ac.in/imb23_mg62/preview
2. Family Business by Studocu @ www.studocu.com

Social Entrepreneurship

Course Code	BBA E03	Course Category		L	T	P	C
				2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)			
Course Offering Department	Management	Professional / Licensing Standards					

Course Objectives / Course Learning Rationales (CLRs)

- To Equip Students with the Knowledge and Skills to Address Social Challenges through Entrepreneurial Solutions.
- To Foster Practical Experience and Ethical Leadership in Social Entrepreneurship.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Infer the concepts of Social Entrepreneurship and Ethical Dilemmas in Social Entrepreneurship	2	90%	80%
Outcome 2	Interpret concepts of Needs Assessment and Market Research for Social Enterprises	2	80%	80%
Outcome 3	Use concepts of Financial Planning for Social Enterprises	3	70%	70%
Outcome 4	Use Social entrepreneurship principles to Strategies for Scaling Social Enterprises	4	70%	70%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	3			1		3								
Outcome 2	3	2	2	3		2	3	2		2	3			
Outcome 3	3	2	2	2		3	3	2		2	3			
Outcome 4	3	3	2	3		3	3	1		2				
Average	3	1.75	1.5	2.25		3.75	3.25	1.25		1.5	1.5			

Course Unitization Plan

Unit No.	Syllabus Topics	Required Contact Hours	CLOs Addressed	References Used
UNIT-1	Introduction to Social Entrepreneurship	8		
	Define social entrepreneurship and its importance	1	1	1,2
	Identify key challenges in addressing social issues	1	1	1,2
	Explore historical context and evolution of the field	1	1	1,2
	Analyze root causes of social issues	2	1	1,2
	Explore ethical considerations in social innovation	2	1	1,2
	Understand the importance of sustainability	1	1	1,2
UNIT-2	Developing a Social Enterprise Concept	12		1,2
	Explore methods for recognizing opportunities for social impact	1	1	1,2
	Understand the role of empathy in social entrepreneurship	1	1,2	1,2
	Social Innovation and Systems Thinking	2	1	1,2
	Introduction to the theory of change	1	1	1,2
	Identify target populations and beneficiaries	2	1,2	1,2
	Conduct needs assessments and market research	2	2	1,2
	Define a clear social mission and vision	1	2	1,2
	Business Model Canvas	2	2	1,2
UNIT-3	Managing Social Entrepreneurship	15		1,2
	Role of leadership in driving social change	2	3	1,2
	Building a values-driven organization	2	3	1,2
	Explore legal structures for social enterprises	2	3	1,2
	Introduction to financial planning and budgeting	3	3	1,2
	Develop a marketing plan for social enterprises	3	2	1,2
	Understand the role of storytelling in impact	2	2,3	1,2
	Ethical marketing practices	1	1,2	1,2
UNIT-4	Funding & Scaling of Social Entrepreneurship	10		1,2
	Explore investment options for social enterprises	1	3,4	1,2
	Identify funding sources and strategies	1	3,4	1,2
	Develop a fundraising strategy	2	3,4	1,2
	Identify risks associated with social entrepreneurship	1	3,4	1,2
	Strategies for building resilience	1	3,4	1,2
	Importance of adaptability and learning	1	3,4	1,2
	Pitching for Social Impact	1	3,4	1,2
	Strategies for scaling social enterprises	1	3,4	1,2
	Challenges and pitfalls in scaling	1	3,4	1,2
	Total Hours	45		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)			End Semester Exam (50%)
		CLA-1 (15%)	CLA-2 (15%)	CLA 3 (20%)	
Level 1	Remember	80%	60%	70%	40%
	Understand				
Level 2	Apply	20%	40%	30%	60%
	Analyse				
Level 3	Evaluate				
	Create				
Total		100%	100%	100%	100%

Recommended Resources

1. "Social Entrepreneurship: What Everyone Needs to Know" by David Bornstein and Susan Davis
2. "Social Entrepreneurship: Theory and Practice" by Ryszard Praszkiar and Andrzej Nowak
3. "Lean Impact: How to Innovate for Radically Greater Social Good" by Ann Mei Chang

Other Resources

1. <https://www.coursera.org/specializations/social-entrepreneurship-cbs>
2. <https://www.coursera.org/learn/wharton-social-entrepreneurship>

Startup growth and exit strategies

Course Code	BBA E04	Course Category		L	T	P	C
				2	0	1	3
Pre-Requisite Course(s)	Launching Your Startup (BBA E01)	Co-Requisite Course(s)		Progressive Course(s)			
Course Offering Department	Management	Professional / Licensing Standards					

Course Objectives / Course Learning Rationales (CLRs)

- To equip students with the essential skills and foster the ability to transform innovative ideas into viable startups.
- To develop a foundation of financial literacy, leadership, and decision-making, enabling students to navigate the dynamic landscape of entrepreneurship.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Interpret fundamental concepts in startup growth and exit strategies	2	90%	80%
Outcome 2	Use growth strategies such as lean startup methodologies and growth hacking techniques to real-world startup scenarios.	3	80%	80%
Outcome 3	Corelate the effectiveness of different growth strategies and their impact on startup success	4	70%	70%
Outcome 4	Devise comprehensive growth plans for startups.	4	70%	70%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	3										1			
Outcome 2	3	3	3				3				3			
Outcome 3	3	2	3	3			3				2			
Outcome 4	3	3	3	3	2	1	2	3	3	3	3			
Average	3	2	2.25	1.5	0.5	0.25	1	2.25	0.75	0.75	2.25			

Course Unitization Plan

Unit No.	Syllabus Topics	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Introduction to Startup Growth	2		
	Understanding the importance of growth in startups	1	1	1,2
	Overview of successful growth strategies	0.5	1	1,2
	Challenges and opportunities in startup growth	0.5	1	1,2
Unit 2	Lean Startup Methodology	4		
	Principles of Lean Startup	1	2	1,2,4
	Minimum Viable Product (MVP)	2	2	1,2,4
	Iterative development process	1	2	1,2,4
Unit 3	Growth Hacking Strategies	5		
	Introduction to growth hacking	1	2,3	1,2
	Viral marketing techniques	2	2,3	1,2
	Conversion rate optimization (CRO)	2	2,3	1,2
Unit 4	Scaling Strategies	6		
	Strategies for scaling start-ups	2	2,3	1,2
	Managing rapid growth	2	2,3	1,2
	Balancing growth with sustainability	2	2,3	1,2
Unit 5	Customer Acquisition Channels	3		
	Digital marketing channels	1	3,4	1,2
	Social media advertising	1	3,4	1,2
	Search engine optimization (SEO)	1	3,4	1,2
Unit 6	Product Development for Growth	4		
	Continuous product improvement	2	3	1,2
	Feedback loops and customer iteration	1	3	1,2
	Prioritizing features for growth	1	3	1,2
Unit 7	Strategic Partnerships	3		
	Identifying potential partners	1	3,4	1,2
	Negotiating and establishing partnerships	1	3,4	1,2
	Leveraging partnerships for growth	1	3,4	1,2
Unit 8	Fundraising and Investment	6		
	Pitching to investors	2	3,4	1,2
	Types of funding (VC, angel, etc.)	2	3,4	1,2
	Negotiating term sheets	2	3,4	1,2
Unit 9	Data-Driven Decision Making	4		
	Importance of data in growth	1	2,3,4	1,2
	Analytics tools and techniques	2	2,3,4	1,2
	Using data to optimize growth strategies	1	2,3,4	1,2
Unit 10	International Expansion Strategies	3		
	Entering new markets	1	4	1,2
	Adapting products/services for international markets	1	4	1,2
	Overcoming challenges in international growth	1	4	1,2
Unit 11	Exit Strategies and Future Growth	3		
	Planning for exits	1	4	1,2
	Maximizing valuation	1	4	1,2
	Sustaining growth beyond the startup phase	1	4	1,2
Total Contact Hours		45		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (100%)			
		CLA-1 (20%)	CLA-2 (20%)	CLA-3 (30%)	CLA-4 (30%)
Level 1	Remember	100%	40%	10%	10%
	Understand				
Level 2	Apply	60%	60%	90%	90%
	Analyse				
Level 3	Evaluate				
	Create				
Total		100%	100%	100%	100%

Recommended Resources

1. Bruce R. Barringer, R. Duane Ireland. Entrepreneurship Successfully Launching New Ventures, Pearson; 2020
2. Robert D. Hasrich, Dean A. Shepherd, Michael P. Peters, Entrepreneurship, McGraw Hill, 2020

Other Resources

1. <https://www.coursera.org/learn/growth-strategy?specialization=wharton-entrepreneurship>
2. <https://www.coursera.org/learn/wharton-entrepreneurship-financing-profitabilty?specialization=wharton-entrepreneurship>

Financing and Growth of Family Business

Course Code	BBA E05	Course Category		L	T	P	C
				2	0	1	3
Pre-Requisite Course(s)	Family Business Management (BBA E02)	Co-Requisite Course(s)		Progressive Course(s)			
Course Offering Department	Management	Professional / Licensing Standards					

Course Objectives / Course Learning Rationales (CLRs)

- To provide students with a comprehensive understanding of the financial dynamics unique to family-owned enterprises.
- To enable students to evaluate various financing options and growth strategies available to family businesses, considering factors such as risk, sustainability, and family dynamics.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Interpret the financial dynamics of family businesses	2	90%	80%
Outcome 2	Use financial knowledge to formulate growth plans	3	70%	80%
Outcome 3	Articulate different strategies for sustainable growth	3	70%	80%
Outcome 4	Illustrate various financing options for family businesses	4	70%	70%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	3	2				2	2							
Outcome 2	3	3	2	2	2		2			3				
Outcome 3	3	2	2	3		3	2	2	2	3				
Outcome 4	3	3	2	3	2		2		2	3				
Average	3	2.5	1.5	2	1	1.25	1.5	1	1	2.25				

Course Unitization Plan

Unit No.	Syllabus Topics	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Introduction	2		
	Unique characteristics and challenges of family businesses for Financing	1	1	1,2
	Unique characteristics and challenges of family business for Growth	1	1	1,2
Unit 2	Financial Dynamics of Family Businesses	6		
	Financial structures specific to family-owned enterprises.	3	2	1,2
	Financial performance indicators and metrics for family businesses.	3	2	1,2
Unit 3	Financing Options for Family Businesses	6		
	Various financing sources available to family businesses.	1	2	1,2
	Internal Financing Strategies	2	2	1,2
	External Financing Strategies	2	2	1,2
	Advantages and disadvantages of different financing options.	1	2	1,2
Unit 4	Capital Structure and Financial Management	8		
	Capital structure and leverage in family businesses.	4	2,3	1,2
	Financial statements and ratios for effective financial management.	4	2,3	1,2
Unit 5	Venture Capital and Private Equity in Family Business	8		
	Role of venture capital and private equity in family business financing.	4	2,3,4	1,2
	Process and criteria for obtaining venture capital and private equity funding.	4	2,3,4	1,2
Unit 6	Growth Strategies for Family Businesses	10		
	Growth opportunities and challenges for family-owned enterprises.	3	4	1,2
	Market Expansion	2	4	1,2
	Product Diversification	2	4	1,2
	Joint Ventures	2	4	1,2
	Sustainable Growth Opportunities	1	4	1,2
Unit 7	Risk Management in Family Businesses	5		
	Identification and mitigation of financial risks	2	3,4	1,2
	contingency planning	2	3,4	1,2
	insurance considerations for family firms.	1	3,4	1,2
Total Contact Hours		45		

Learning Assessment

Bloom's Level of Cognitive Task	Continuous Learning Assessments (100%)			
	CLA-1 (20%)	CLA-2 (20%)	CLA-3 (30%)	CLA-4 (30%)
Level 1	Remember	80%	50%	30%
	Understand			
Level 2	Apply	20%	50%	70%
	Analyse			
Level 3	Evaluate			
	Create			
Total		100%	100%	100%

Recommended Resources

- Gersick, K. E., Davis, J. A., Hampton, M. M., and Lansberg, I. (1997). Generation to generation: Life cycles of the family business. Boston: Harvard Business School Press.
- Byrd Megginson, Small Business Management An Entrepreneur's Guidebook 7th ed, McGraw-Hill

Other Resources

1. https://www.udemy.com/course/family-business-dynamics/?utm_source=adwords&utm_medium=udemyads&utm_campaign=Search_DSA_GammaCatchall_NonP_la.EN_cc.INDIA&campaigntype=Search&portfolio=India&language=EN&product=Course&test=&audience=DSA&topic=&priority=Gamma&utm_content=deal4584&utm_term=._ag_166578677881._ad_700948726520._kw_.de_c_.dm_.pl_.ti_ds_a1456167871416._li_9302874._pd_.&matchtype=&gad_source=1&gclid=CjwKCAjw74e1BhBnEiwAbqOAJKwfxKlKuPj7jkQPd4h-o2QAejKCDA9Oc3An5HoVkuoAdje8VgVxSBoCplsQAvD_BwE&couponCode=IND21PM

Corporate Entrepreneurship

Course Code	BBA E06	Course Category		L	T	P	C
				2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)			
Course Offering Department	Management	Professional / Licensing Standards					

Course Objectives / Course Learning Rationales (CLRs)

1. To understand the concept of corporate entrepreneurship and its significance in contemporary business environments.
2. To develop skills in identifying and evaluating entrepreneurial opportunities within corporate settings

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Explain the fundamental concepts and theories of corporate entrepreneurship, including its definition, characteristics, and historical evolution.	1	90%	80%
Outcome 2	Interpret the relationship between corporate entrepreneurship and organizational innovation,	2	80%	80%
Outcome 3	Use entrepreneurial principles to develop strategies for fostering corporate entrepreneurship within established organizations.	3	70%	70%
Outcome 4	Conclude corporate entrepreneurship challenges and devise actionable plans.	4	70%	70%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Management Knowledge	Analytical Reasoning and Problem Solving	Critical and Reflective Thinking	Strategic Thinking and Logical Reasoning	Modern Tools and ICT Usage	Environment and Sustainability	Moral, Multicultural and Ethical Awareness	Individual and Teamwork Skills	Communication Skills	Leadership Readiness Skills	Self-Directed and Lifelong Learning	PSO 1	PSO 2	PSO 3
Outcome 1	3						2							
Outcome 2	2			2			2			2				
Outcome 3	3	3	3	3			2	3	3	3				
Outcome 4	3	3	3	3			2	3	2	3	3			
Average	2.75	1.5	1.5	2			2	1.5	0.5	1.5	2			

Course Unitization Plan

Unit No.	Syllabus Topics	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Introduction to Corporate Entrepreneurship	6		
	Definition and significance of corporate entrepreneurship	2	1	1,2
	Characteristics of entrepreneurial organizations	2	1	1,2
	Evolution of corporate entrepreneurship	2	1	1,2
Unit 2	Corporate Innovation and Intrapreneurship	12		
	Relationship between innovation and entrepreneurship	2	2	1,2
	Types of innovation (product, process, service, etc.)	4	2	1,2
	Encouraging intrapreneurial behavior within organizations	6	2	1,2
Unit 3	Strategies for Corporate Entrepreneurship	12		
	Creating an entrepreneurial culture	4	3	1,2
	Corporate venturing and strategic alliances	4	3	1,2
	Acquisitions and mergers as avenues for corporate entrepreneurship	4	3	1,2
Unit 4	Identifying and Evaluating Entrepreneurial Opportunities	8		
	Opportunity recognition and assessment	2	3,4	1,2
	Feasibility analysis and market validation	3	3,4	1,2
	Tools and frameworks for evaluating opportunities	3	3,4	1,2
Unit 5	Challenges and Risks in Corporate Entrepreneurship	7		
	Resistance to change and organizational inertia	2	4	1,2
	Resource constraints and risk management	3	4	1,2
	Overcoming failure and learning from setback	2	4	1,2
Total Contact Hours			45	

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (100%)			
		CLA-1 (20%)	CLA-2 (20%)	CLA-3 (30%)	CLA-4 (30%)
Level 1	Remember	80%	50%	30%	20%
	Understand				
Level 2	Apply	20%	50%	70%	80%
	Analyse				
Level 3	Evaluate				
	Create				
Total		100%	100%	100%	100%

Recommended Resources

1. Recommended Resources
2. "Corporate Entrepreneurship: Innovation and Strategy in Large Organizations" by Paul Burns
3. "The Corporate Entrepreneur: How to Innovate and Develop Successful New Businesses Inside Large Organizations" by Paul Taffinder

Other Resources

1. <https://www.coursera.org/specializations/corporate-entrepreneurship?>