



## **Asansol Engineering College**

**Proposed Detailed Syllabus for BBA (1<sup>st</sup> Sem to 8<sup>th</sup> Sem) under Autonomy**

**Incorporation of NEP-2020**

**(Effective from 2024-25 admission batches)**

**Department of Management Studies**

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# 1<sup>st</sup> SEM

1 <sup>st</sup> Year 1 <sup>st</sup> Semester								
Sl. No.	Category	Paper Code	Subject	Contact Hours/Week				Credit Point
				L	T	P	Total	
<b>THEORY</b>								
1	Major	BBA 101	Principles of Management	4	1	0	5	5
2	Major	BBA 102	Micro Economics	3	1	0	4	4
3	Minor	BBA 103	Computer Fundamentals	2	0	0	2	2
4	Multidisciplinary		GE Basket	2	1	0	3	3
5	Ability Enhancement Course	AEC 101	English & Professional Communication	2	0	0	2	2
<b>SESSIONAL</b>								
6	Skill Enhancement Course	SEC 181	Life Skills & Personality Development	2	0	0	0	2
7	Value Added Course	VAC 181	Health & Wellness	3	0	0	0	3
<b>Total of Theory, Practical and Mandatory Activities/Courses</b>				<b>18</b>	<b>3</b>	<b>0</b>	<b>21</b>	<b>21</b>

<b>Course: PRINCIPLES OF MANAGEMENT</b>	
<b>Course Code: BBA 101</b>	<b>Semester: I</b>
<b>Course Category: Major</b>	<b>Maximum Marks: 100</b>

<b>Teaching Scheme</b>	<b>Examination Scheme</b>
Lecture: 4	End Semester Exam: 70
Tutorial: 1	Attendance: 05
Practical: 0	Continuous Assessment: 25
Credit: 5	Practical/Sessional internal continuous evaluation: 0
	Practical/Sessional external examination: 0

SN	Cognitive Abilities	Course Outcome
BBA 101.1	Remembering	<b>Remember</b> the basic concepts of management
BBA 101.2	Understanding	<b>Understand</b> the process and functions in management
BBA 101.3	Applying	<b>Apply</b> the managerial skill to manage the workforce in the organization
BBA 101.4	Analyzing	<b>Examine</b> the factors which will foster organizational change
BBA 101.5	Evaluating	<b>Categorize</b> various issues for structuring/restructuring of organization
BBA 101.6	Creating	<b>Develop</b> new approach which will add value to the organization as well as society

#### DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	<b>(a) Concept &amp; Nature of Management:</b> meaning, significance & definition, management is science or art, management as a process, management vs administration, levels of management, limitations of management <b>(b) Management Theory:</b> Approaches to Management - Classical, Neo-Classical and Modern thought	<b>12</b>
M2	<b>Planning &amp; Decision Making</b> <b>(a) Planning:</b> meaning, definition & process of planning, significance and limitations in planning, types of planning <b>(b) Decision Making:</b> meaning, types, process, significance and limitations in Decision Making, environment in decision making, Steps in Decision Making, Modern Approaches in Decision Making, DSS, difficulties and guidelines in decision making	<b>12</b>
M3	<b>Organising</b> Nature & Significance of Organization, Authority & Responsibility Relationships, Span of control, delegation process, barriers in delegation, centralization vs decentralization, concept on line and staff organization, organization structures and their types	<b>12</b>
M4	<b>Directing</b> <b>(a) Motivation:</b> meaning, definition and significance of motivation, different theories on motivation <b>(b) Leadership:</b> meaning, definition & significance of leadership, various leadership styles <b>(c) Communication:</b> process and barriers of communication, how to overcome communication barriers	<b>10</b>
M5	<b>Controlling</b> Meaning, definition & importance of controlling, steps in controlling process, critical control point, types of managerial control, requirements of good control system	<b>7</b>

M6	<b>Management of Change</b> Definition, nature & importance of change, planned change vs unplanned change, change forces, process of change, how change agents can change, resistance to change, overcoming resistance to change	7
	<b>Total</b>	<b>60</b>

**Suggested Text Books:-**

1. Stephen Robbins: Management, Prentice Hall
2. V.S.P.Rao & Hari Krishna: Management-Text & Cases, Excel Books
3. Wiehrich and Koontz, et al: Essentials of Management; TMH
4. Fred Luthans: Cases, Readings and Review Guide for Principles of Management

**Suggested Reference Books:-**

1. Ramaswami T: Principles of Management, Himalaya Publishing

<b>Course: MICRO ECONOMICS</b>	
<b>Course Code: BBA 102</b>	<b>Semester: I</b>
<b>Course Category: Major</b>	<b>Maximum Marks: 100</b>

<b>Teaching Scheme</b>	<b>Examination Scheme</b>
Lecture: 3	End semester Exam: 70
Tutorial: 1	Attendance: 5
Practical: 0	Continuous Assessment: 25
Credit: 4	Practical/Seasonal internal continuous evaluation: 0
	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
BBA102.1	Remembering	<b>Define</b> the key terms in micro-economics.
BBA102.2	Understanding	<b>Explain</b> the key terms in micro-economics, from a managerial perspective.
BBA102.3	Applying	<b>Demonstrate</b> various issues in an economics context and their significance from the perspective of business decision making.
BBA102.4	Analysing	<b>Examine</b> the inter-relationships between various facets of micro-economics from the perspective of a consumer, firm, industry, market, competition and business cycles.
BBA102.5	Evaluating	<b>Develop</b> critical thinking based on principles of micro-economics for informed business decision making.
BBA102.6	Creating	<b>Anticipate</b> how other firms in an industry and consumers will respond to economic decisions made by a business, and how to incorporate these responses into their own decisions

#### DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	<b>Introduction:</b> Basic Problems of an Economy, Working of Price Mechanism and Resource Allocation, Production Possibility Curve; Opportunity Cost	<b>4</b>
M2	<b>Basic Elements of Demand and Supply:</b> <b>Demand-</b> Meaning, Demand Schedule, Individual and Market Demand Curve, Determinants of Demand, Law of Demand, Changes in Demand;  <b>Supply-</b> Meaning, Supply Schedule, Individual and Market Supply Curve, Determinants of Supply, Law of Supply, Changes in Supply; Equilibrium of Demand and Supply, Determination of Equilibrium Price and Quantity, Effect of a shift in Demand or Supply;  <b>Elasticity of Demand and Supply:</b> Elasticity of Demand: Concept and Measurement of Elasticity of Demand, Price, Income and Cross Elasticities; Average Revenue: Marginal Revenue, and Elasticity of Demand, Determinants of Elasticity of Demand.	<b>10</b>
M3	<b>Theory of Consumer Behavior:</b> Cardinal Utility Approach-Law of Diminishing Marginal Utility, Law of Equi-Marginal Utility; Indifference Curve Approach-Indifference Curves, Properties of Indifference Curves, Budget Line, Consumer's Equilibrium	<b>8</b>
M4	<b>Production Function:</b> Law of Variable Proportions, Ridge Lines. Isoquants, Economic Regions and Optimum Factor Combination. Expansion Path,	<b>10</b>

	Returns of Scale, International and External Economies and Diseconomies of Scale.  <b>Theory of Costs:</b> Short-Run and Long Run Cost Curves – Traditional Approaches Only.	
M5	<b>Market Structures:</b> <b>Perfect Competition:</b> Characteristics, Profit Maximization and Equilibrium of Firm and Industry, Short- Run and Long Run Supply Curves, Price and Output Determination, Practical Applications.  <b>Monopoly:</b> Characteristics, Determination of Price under monopoly, Equilibrium of a Firm, Comparison Between Perfect Competition and Monopoly, Price Discrimination, Social Cost of Monopoly  <b>Monopolistic Competition:</b> Meaning and Characteristics, Price and Output Determination Under Monopolistic Competition, Product Differentiation, Selling Costs, Comparison with Perfect Competition, Excess Capacity Under Monopolistic Competition.  <b>Oligopoly:</b> Characteristics, Indeterminate Pricing and Output, Cournot Model of Oligopoly, Price Leadership (Only Meaning and Characteristics) Collusive Oligopoly (Meaning and Characteristics Only), Only Kinked Demand Curve Model of Oligopoly.	<b>12</b>
M6	<b>Factor Pricing:</b> Marginal Productivity Theory and Demand for Factors (Statement and assumption only). <b>Concept of Rent:</b> Ricardian and Modern Theories of Rent; Quasi-Rent <b>Concept of Labour:</b> Wage Rate, Nominal Wage, Real Wage. <b>Concept of Capital:</b> Gross Interest, Net Interest, Zero Interest Rate. <b>Concept of Profit:</b> Pure Profit, Normal Profit, Abnormal Profit.	<b>6</b>
	<b>Total</b>	<b>50</b>

#### Suggested Text Books:

1. Homas and Maurice: Managerial Economics, Tata McGraw Hill
2. P.L. Mehta: Managerial Economics - Analysis, Problems and Cases, Sultan Chand Sons, New Delhi.
3. Varshney and Maheshwari: Managerial Economics, Sultan Chand and Sons, New Delhi.
4. Joel Dean: Managerial Economics, Prentice Hall, USA.
5. H L Ahuja: Managerial Economics, S Chand & Co. New Delhi.
6. Peterson, Lewis, Sudhir Jain: Managerial Economics, Pearson, Prentice Hall
7. D. Salvatore: Managerial Economics, McGraw Hill, New Delhi.
8. G.S. Gupta: Managerial Economics, T M H, New Delhi.
9. Mote, Paul and Gupta: Managerial Economics, T M H, New Delhi.

#### Suggested Reference Books:

1. Panchanan Das, Anindita Sengupta: Economics I: Oxford.
2. S. Mukherjee, M. Mukherjee & A. Ghose: Microeconomics, Prentice-Hall.
3. Vinita Agarwal: Managerial Economics, Pearson
4. Debes Mukherjee: Essentials of Micro and Macro Economics, Central
5. R. G. Hubbard & O'Brien: Microeconomics, Pearson.

<b>Course: COMPUTER FUNDAMENTAL</b>	
<b>Course Code: BBA 103</b>	<b>Semester: I</b>
<b>Course Category: Minor</b>	<b>Maximum Marks: 100</b>

<b>Teaching Scheme</b>	<b>Examination Scheme</b>
Lecture: 2	End semester Exam: 70
Tutorial: 0	Attendance: 5
Practical: 0	Continuous Assessment: 25
Credit: 2	Practical/Seasonal internal continuous evaluation: 0
	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
BBA103.1	Remembering	<b>Identify</b> the concept of computer hardware, software, programming language and classification of computer.
BBA103.2	Understanding	<b>Summarise</b> the different input and output devices like CPU, Monitor, Keyboard, Mouse, and different types of primary and secondary devices of computer and computer software.
BBA103.3	Applying	<b>Use</b> the various tools of computer hardware and software in case installation and programming.
BBA103.4	Analysing	<b>Illustrate</b> the concept of program development and programming language.
BBA103.5	Evaluating	<b>Evaluate</b> the basic algorithms- sum of series, sorting.
BBA103.6	Creating	<b>Facilitate</b> office automation, communications, control systems, data acquisition, interactive multimedia, LAN, WAN, MAN networking

#### DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	<b>Basic Computer Concepts:</b> Different generations of computer hardware, Modern taxonomy of computers; Hardware and software; Programming languages, Overview of computer systems and their components, Evolution of computers and their impact on society, Classification of computers (mainframes, personal computers, mobile devices), General idea of information and communication technologies, Information system development process.	5
M2	<b>Computer Hardware:</b> Input and Output devices; Memory (or storage) devices; Central Processing Unit. Input / Output devices: keyboard, mouse, light pen, barcode readers, scanners, MICR, OCR, voice recognition and handwriting recognition systems; visual display terminals, printers, plotters etc. Storage devices: Primary storage – RAM, ROM, EEROM, PROM, EPROM; Secondary storage – direct access devices, serial access devices: hard disks, floppy disks, magnetic tape, CD-ROM, DVD; Cache memory and Virtual memory. Central Processing Unit – Control Unit; Arithmetic and Logic Unit; Decoders; Registers; Machine Instructions; Stored program concept; Program execution: Fetch-Decode-Execute cycle; Arithmetic, logical and shift operations.	7
M3	<b>Computer Software:</b> Meaning of software; broad classification of software; system software and application software; utilities. Systems software – Operating systems: Basic idea of an OS; OS as a resource manager – memory management, input/output management, secondary storage	5

	management, processor management, program management, network management; Brief introduction to different types of operating systems like DOS, Windows, Unix, Linux etc. Application software – System development tools, Utilities, Application packages, User- written programs.	
M4	<b>Programming languages and Algorithms:</b> The concept of programming; pseudocode and flowcharts; structure of programs; program development guidelines; programming languages – machine language, assembly languages, high-level languages (procedural and object-oriented languages), fourth generation languages; object code and executable codes; compilers, translators, assemblers; Algorithms – Basic concept; Some typical algorithms – Finding the sum of a series, checking whether a number is prime or not, creating an array of numbers and displaying the largest element in the list, sorting a given set of numbers. (The algorithms may be implemented using either pseudocode or a high-level programming language).	<b>9</b>
M5	<b>Computer Applications:</b> Essential features of computer systems and structures required for office automation, communications, control systems, data acquisition, interactive multimedia, LAN, WAN, MAN networking	<b>4</b>
	<b>Total</b>	<b>30</b>

**Suggested Readings:**

1. N.S Gill: Handbook of Computer Fundamental, Khanna Publishing House.
2. P.K Sinha: Computer Fundamentals, BPB Publication.
3. V. Rajaraman: Fundamentals of Computers, PHI Sixth Edition.

<b>Course: ENGLISH &amp; PROFESSIONAL COMMUNICATION</b>	
<b>Course Code: AEC 101</b>	<b>Semester: I</b>
<b>Course Category: Ability Enhancement Course</b>	<b>MaximumMarks:100</b>

<b>Teaching Scheme</b>	<b>Examination Scheme</b>
Lecture:2	End semester Exam:70
Tutorial: 0	Attendance:5
Practical: 0	ContinuousAssessment:25
Credit:2	Practical/Seasonal internal continuous evaluation:0
	Practical/Seasonal external examination:0

SN	Cognitive Abilities	Course Outcome
AEC 101.1	Remembering	<b>Identify</b> fundamental grammar rules, vocabulary, and professional communication terms.
AEC 101.2	Understanding	<b>Summarize</b> an understanding of principles and strategies in effective English communication.
AEC 101.3	Applying	<b>Apply</b> language skills and communication techniques in various professional contexts and converse in the real-life situations.
AEC 101.4	Analysing	<b>Compare and contrast</b> different presentation styles to utilize appropriate tone, style, and format and their effectiveness in diverse workplace situations.
AEC 101.5	Evaluating	<b>Edit and verify</b> various articles on professional communication to ensure grammatical accuracy and clarity.
AEC 101.6	Creating	<b>Design</b> interactive workshops on presentation skills and <b>Reflect</b> on peer feedback and set goals for improvement so as to acquire proper phonetic skills

#### DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	<b>Grammar:</b> Tense, Voice, Phrases and Clauses, Narration, Transformation of Sentences, Vocabulary.	<b>6</b>
M2	<b>Communication:</b> Definition, importance, purpose, elements, barriers, body language and strategies.	<b>8</b>
M3	<b>Reading Skills:</b> Purpose, Articulation, Syllables, Accent and Voice Modulation.	<b>7</b>
M4	<b>Presentation Skills:</b> Structure, speech preparation, public speaking on special occasion. Interview, types, Group Discussion, Mock Sessions for practice.	<b>9</b>
	<b>TOTAL</b>	<b>30</b>

#### Suggested Text Books:

1. Wren and Martin: High School Grammar and Composition, S Chand Publication
2. KC Verma: The Art of Communication, Kalpaz Publication
3. B K Mitra: Personality Development and Soft Skills, Oxford Publication
4. Norman Lewis: 30 days to Better English, Penguin Publication

#### Suggested Reference Books:

1. Gill Hasson: Brilliant Communication Skills, Pearson UK
2. J. C. Ajmani: Good English: Getting it Right, Rupa Publication
3. Patrick Collins: Speak with Power and Confidence, Sterling

<b>Course: LIFE SKILLS AND PERSONALITY DEVELOPMENT</b>	
<b>Course Code: SEC 181</b>	<b>Semester: I</b>
<b>Course Category: Skill Enhancement Course</b>	<b>Maximum Marks: 100</b>

<b>Teaching Scheme</b>	<b>Examination Scheme</b>
Lecture: 2	End semester Exam: 0
Tutorial: 0	Attendance: 0
Practical: 0	Continuous Assessment: 0
Credit: 2	Practical/Seasonal internal continuous evaluation: 0
	Practical/Seasonal external examination: 100

SN	Cognitive Abilities	Course Outcome
SEC 181.1	Remembering	<b>Identify</b> the various personality traits and their impact on personal and professional life.
SEC 181.2	Understanding	<b>Interpret</b> the relationship between stress management techniques and overall health.
SEC 181.3	Applying	<b>Apply</b> effective communication techniques in personal and professional interactions.
SEC 181.4	Analysing	<b>Assess</b> the impact of ethical decisions on personal and professional relationships.
SEC 181.5	Evaluating	<b>Evaluate</b> the effectiveness of different conflict resolution techniques in maintaining healthy relationships.
SEC 181.6	Creating	<b>Design</b> ethical implications of decisions made in personal and professional contexts.

#### DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	<b>Career and Professional Skills:</b> Listening skills, Reading skills, Writing skills, Resume preparation, exploring career opportunities, cognitive skills, presentation skills, social and cultural etiquettes, digital literacy, ethics and security.	<b>7</b>
M2	<b>Attitude and Motivation:</b> <b>Attitude:</b> Concept, meaning, types, applicable factors in daily life. <b>Motivation:</b> Concept, meaning, types, causes of de motivation, remedial measures	<b>4</b>
M3	<b>Stress Management and Development of Capabilities:</b> <b>Stress:</b> meaning, causes, solutions. <b>Development of Capacities:</b> Leadership qualities, time management, decision making, team work, work ethics, good manners and etiquettes.	<b>4</b>
M4	<b>Introduction to Soft Skills:</b> Personal Skills, knowing oneself, confidence building, defining strengths and weaknesses, developing positive attitude, thinking positively, perceptions, values in daily life. Inter and Intra personal skills, Group Dynamics, the importance of a good networking system, troubleshooting method and problem-solving tools and techniques.	<b>9</b>
M5	<b>The various branches of Communication Skills:</b> Reading texts, speaking fluently, Writing effectively. E mail writing and etiquettes followed.	<b>6</b>

	<b>Corporate and Job-hunting Skills:</b> The Behavioral etiquettes, mannerisms, Stress Management, Time Management, importance of proper body language, writing a good CV (with job application), career planning, importance of goal settings in different spheres and conducting of mock GD.	
	<b>Total</b>	<b>30</b>

**Suggested Text Books:**

1. Meena and V. Ayothi: A Book on Development of Soft Skills, PR Publisher and Distributor, 2013
2. Patra Avinash: The Spiritual Life and Culture of India, London, OUP
3. Shiv Khera: You Can Win, MacMillan Books, New York, 2003
4. B K Mitra: Personality Development and Soft Skills, Oxford Publication
5. Alex K: Soft Skills – Know Yourself and Know Your World, S Chand and Company Ltd.

**Suggested Reference Books:**

1. Prakash Iyer: The Secret of Leadership: Stories to Awaken, Inspire and Unleash the Leader Within, Penguin India
2. Prakash Iyer: The Habit of Winning, Penguin India
3. A.P.J. Abdul Kalam: Wings of Fire: An Autobiography", Universities Press
4. Shiv Khera: You Can Win: A Step by Step Tool for Top Achievers, Macmillan Publishers India
5. A.P.J. Abdul Kalam: My Journey: Transforming Dreams into Actions, Rupa Publications India.

<b>Course: HEALTH &amp; WELLNESS</b>	
<b>Course Code: VAC 181</b>	<b>Semester: I</b>
<b>Course Category: Value Added Course</b>	<b>Maximum Marks: 100</b>

<b>Teaching Scheme</b>	<b>Examination Scheme</b>
Lecture: 3	End semester Exam: 0
Tutorial: 0	Attendance: 0
Practical: 0	Continuous Assessment: 0
Credit: 3	Practical/Seasonal internal continuous evaluation: 0
	Practical/Seasonal external examination: 100

SN	Cognitive Abilities	Course Outcome
VAC 181.1	Remembering	<b>Recall</b> fundamental concepts and terminology related to health and wellness.
VAC 181.2	Understanding	<b>Explain</b> the principles of maintaining a healthy lifestyle.
VAC 181.3	Applying	<b>Demonstrate</b> the ability to implement health and wellness strategies in daily life.
VAC 181.4	Analysing	<b>Analyze</b> factors that affect individual and community health.
VAC 181.5	Evaluating	<b>Critically</b> evaluate health and wellness information and sources
VAC 181.6	Creating	<b>Develop</b> a community health initiative that addresses local health challenges.

#### DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	<b>Introduction to Health and Wellness</b> <ul style="list-style-type: none"> <li>Define and differentiate health and wellness.</li> <li>Importance of health and wellness Education.</li> <li>Local, demographic, societal issues and factors affecting health and wellness.</li> <li>Diet and nutrition for health &amp; wellness.</li> <li>Essential components of balanced diet for healthy living with specific reference to the role of carbohydrates, proteins, fats, vitamins &amp; minerals.</li> <li>Malnutrition, under nutrition and over nutrition.</li> <li>Processed foods and unhealthy eating habits.</li> <li>Body systems and common diseases.</li> <li>Sedentary lifestyle and its risk of disease.</li> </ul>	15
M2	<b>Management of Health &amp; Wellness</b> <ul style="list-style-type: none"> <li>Healthy foods for prevention and progression of Cancer, Hypertension, Cardiovascular, and metabolic diseases (Obesity, Diabetes, Polycystic Ovarian Syndrome).</li> <li>Types of Physical Fitness and its Health benefits.</li> <li>Modern lifestyle and hypo-kinetic diseases; prevention and management through exercise.</li> <li>Postural deformities and corrective measures.</li> </ul>	15
M3	<b>Anxiety, Stress and Aging</b> <ul style="list-style-type: none"> <li>Meaning of Anxiety, Stress and Aging</li> </ul>	10

	<ul style="list-style-type: none"> <li>• Types and Causes of Stress</li> <li>• Stress relief through Exercise and Yoga</li> <li>• Role of sleep-in maintenance of physical and mental health.</li> </ul>	
M4	<b>Therapy and Meditation</b> <ul style="list-style-type: none"> <li>• Meaning of Therapy</li> <li>• Different Types of therapy and their importance</li> <li>• Definition of Meditation and purpose of meditation</li> </ul>	<b>5</b>
	<b>Total</b>	<b>45</b>

**Suggested Text book:**

1. Steven N. Blair, William L. Haskell Physical Activity and Health Emily
2. Attached & Marzia Fernandez Mental Health Workbook
3. Nashay Lorick Mental Health Workbook for Women: Exercises to Transform Negative Thoughts and Improve Well-Being

**Suggested Reference books:**

1. C. Nyambichu & Jeff Lumiri Lifestyle Diseases: Lifestyle Disease Management
2. Angela Clow & Sarah Edmunds Physical Activity and Mental Health

## 2<sup>nd</sup> SEM

1 <sup>st</sup> Year 2 <sup>nd</sup> Semester								
Sl. No.	Category	Paper Code	Subject	Contact Hours/Week				Credit Point
				L	T	P	Total	
<b>THEORY</b>								
1	Major	BBA 201	Macro Economics	3	1	0	4	4
2	Major	BBA 202	Environmental Management and Sustainable Development	3	1	0	4	4
3	Minor	BBA 203	Management Information System	2	0	0	2	2
4	Multidisciplinary		GE Basket	2	1	0	3	3
5	Ability Enhancement Course	AEC 201	Modern Indian Languages and Literature	2	0	0	2	2
<b>SESSIONAL</b>								
6	Skill Enhancement Course	SEC 281	Design Thinking	2	0	0	2	2
7	Value Added Course	VAC 281	NSS	3	0	0	3	3
<b>Total of Theory, Practical and Mandatory Activities/Courses</b>				<b>17</b>	<b>3</b>	<b>0</b>	<b>20</b>	<b>20</b>

<b>Course: MACRO ECONOMICS</b>	
<b>Course Code: BBA 201</b>	<b>Semester: II</b>
<b>Course Category: Major</b>	<b>Maximum Marks: 100</b>

<b>Teaching Scheme</b>	<b>Examination Scheme</b>
Lecture: 3	End semester Exam: 70
Tutorial: 1	Attendance: 5
Practical: 0	Continuous Assessment: 25
Credit: 4	Practical/Seasonal internal continuous evaluation: 0
	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
BBA201.1	Remembering	<b>Define</b> and interpret key macroeconomic indicators such as GDP, unemployment rates, inflation, and interest rates.
BBA201.2	Understanding	<b>Explain</b> the effects of international trade and finance on domestic and global economies, including concepts such as exchange rates, balance of payments, and trade policies.
BBA201.3	Applying	<b>Demonstrate</b> various issues in an economics context and their significance from the perspective of business decision making.
BBA201.4	Analysing	<b>Examine</b> the inter-relationships between various facets of macro-economics from social implications of economic policies and decisions, considering their impact on different sectors of society.
BBA201.5	Evaluating	<b>Develop</b> effectiveness of monetary policy in controlling inflation.
BBA201.6	Creating	<b>Guide</b> on the economical perspective to the beneficiaries.

#### DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
<b>M1</b>	<p><b>Introduction to Macroeconomics:</b></p> <ul style="list-style-type: none"> <li>• Concept of Aggregate Demand and Aggregate Supply, Marginal Propensity to Consume (MPC), APC, MPS, MPI, Paradox of thrift</li> <li>• Introduction to Sustainable economics: The 4 pillars of sustainability human, environmental, social and economic</li> <li>• Environmental externalities, Economics of natural resource use (non-renewable resources such as oil, gas and metals as well as renewable resources)</li> <li>• Blue economics - economics of sea</li> </ul>	<b>8</b>
<b>M2</b>	<p><b>National Income:</b></p> <ul style="list-style-type: none"> <li>• Concepts and Definitions, Gross National Product (GNP), Gross Domestic Product (GDP), Net National Product and Net Domestic Product, Personal Income, Disposable Income and Per Capita Income</li> <li>• Measurement of National Income, Factors That Determine Size of National Income, Double Counting and The Concept of Value Added, Real and Nominal GNP, Deflator</li> <li>• Concept of Business Cycle: Only Different Phases and their basic characteristic</li> </ul>	<b>10</b>

<b>M3</b>	<p><b>Monetary Economics:</b></p> <ul style="list-style-type: none"> <li>• Evolution of Money, Functions of Money, Bank audits Functions, Indian Money Market, Different Concepts of Money Like M1, M2, M3, M4.</li> <li>• Banks: Commercial Banks – Need and Functions, Credit Creation of Commercial Banks. Co-Operative Banks: Need and Role in an Economy. Reserve Bank of India – Need and Functions, Credit Control Policy.</li> <li>• Concept of Inflation: Definition of Inflation, Types of Inflation, Effects of Inflation, Anti-Inflationary Measures</li> </ul>	<b>12</b>
<b>M4</b>	<p><b>Public Finance:</b></p> <ul style="list-style-type: none"> <li>• Public Revenue- Concept of Taxes, Sources of Revenue of Central and State Government, GST, CGST, SGST (only definition).</li> <li>• Finance Commission of India – role and importance</li> <li>• Public Expenditure: Types of Public Expenditure, Its Need Role and Importance. Public Debt: Types of Public Debt, Need for Public Debt, Redemption of Public Debt. Deficit Financing: Role and Importance.</li> <li>• Budget: Need and Types, Concept of Different Types of Deficits (Revenue Deficit. Budgetary Deficit, Fiscal deficit and Primary Deficit</li> </ul>	<b>8</b>
<b>M5</b>	<p><b>International Trade and Finance:</b></p> <ul style="list-style-type: none"> <li>• Need for international trade, Absolute and Comparative Cost Advantage Theory, (only concepts) Gains from international trade, Exchange Rate Mechanism: Definition, Ask Rate, Bid Rate, Spot Rate, Forward Rate, Currency Spread (Definitions Only).</li> <li>• Balance of Payments: Items of BOP, Causes of Disequilibrium in BOP, Strategies to Correct Adverse BOP Situation, Purchasing Power Parity (Only basic concept)</li> <li>• Economics of international environmental problems – environmental taxes, environmental standards, climate funds</li> <li>• International Financial Institutions: International Monetary Fund (IMF), International Bank for Reconstruction and Development (IBRD), Asian Development Bank, New Development Bank,</li> </ul>	<b>12</b>
	<b>Total</b>	<b>50</b>

**Suggested Text Books:**

1. Homas and Maurice: Managerial Economics, Tata McGraw Hill
2. P.L. Mehta: Managerial Economics - Analysis, Problems and Cases, Sultan Chand Sons, New Delhi.
3. Varshney and Maheshwari: Managerial Economics, Sultan Chand and Sons, New Delhi.
4. Joel Dean: Managerial Economics, Prentice Hall, USA.
5. H L Ahuja: Managerial Economics, S Chand & Co. New Delhi.

**Suggested Reference Books:**

1. Mankiew – Macroeconomics

2. Sikdar, S – Principles of Macroeconomics, Oxford University Press.
3. D'Souza, Erol – Macroeconomics, 2nd Edition, Pearson.
4. Ackley – Macroeconomic Theory and Policy, 2nd Edition.
5. Branson – Macroeconomic Theory and Policy
6. Macroeconomics: Principles, Problems, & Policies (Irwin Economics)
7. Principles of Macroeconomics (Mankiw's Principles of Economics)
8. Economics (SIE) | 20th Edition, Paul A. Samuelson, William D. Nordhaus,
9. Additional readings: The Economic and Political weekly, the Economic Times, IMF, WTO, World Bank, Ministry of Finance, RBI websites.

<b>Course: ENVIRONMENTAL MANAGEMENT AND SUSTAINABLE DEVELOPMENT</b>	
<b>Course Code: BBA 202</b>	<b>Semester: II</b>
<b>Course Category: Major</b>	<b>Maximum Marks: 100</b>

<b>Teaching Scheme</b>	<b>Examination Scheme</b>
Lecture: 3	End semester Exam: 70
Tutorial: 1	Attendance: 5
Practical: 0	Continuous Assessment: 25
Credit: 4	Practical/Seasonal internal continuous evaluation: 0
	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
BBA202.1	Understanding	<b>Understand</b> the natural environment and its relationships with anthropogenic activities.
BBA202.2	Applying	<b>Apply</b> the fundamental knowledge of science and engineering to assess environmental and health risk.
BBA202.3	Remembering	<b>Remember</b> and <b>understand</b> the scientific problem related to air, water, noise and land pollution.
BBA202.4	Evaluating	<b>Acquire</b> skills for scientific problem solving related to environmental pollution and develop guidelines and procedures for health and safety issues obeying the environmental laws and regulations.

#### DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	<b>Introduction:</b> Multidisciplinary nature, Scope and importance; the need for environmental education. Concept of sustainability and sustainable development.	<b>6</b>
M2	<b>Ecosystems:</b> Definition, Types of ecosystem: forest, grassland, lentic, lotic, estuarine, marine, desert, wetlands. Structure: food chains, food webs and function of ecosystem: Energy flow, nutrient cycle and ecological succession. Ecosystem management: Concepts; sustainable development; sustainability indicators. Ecological adaptations: Morphological and physiological responses of organisms to temperature and water. Ecological Interactions, Biodiversity and Conservation – Levels, India as a mega- biodiversity nation, Threats to biodiversity, Ecosystem and biodiversity services.	<b>8</b>
M3	<b>Environmental Pollution and its mitigation</b> - Types:- Air pollution, Water pollution, Land pollution, Noise pollution; pollutants, Effects of pollution, Control and Remedial measures.	<b>8</b>
M4	Global Environmental change issues. Stratospheric ozone layer: Evolution of ozone layer; Causes of depletion and consequences; Global efforts for mitigation ozone layer depletion. Climate change: Greenhouse effects; Drivers of climate change; Greenhouse gases and their sources; Implications on climate, oceans, agriculture, natural vegetation, wildlife and humans; Effects of increased CO <sub>2</sub> on plants; International efforts on climate change issues.	<b>10</b>
M5	<b>Environmental Protection-</b> Different Renewable Energy Sources- Wind Power, Water Power, Ocean energy, Bio Fuel/Solid Bio Mass, Geothermal	<b>8</b>

	Energy, Nuclear Power, Environmental Movements- Chipko movement; Narmada Bachao movement; Tehri Dam conflict.	
M6	<b>Global and national environmental organizations and agencies</b> – UNEP, MAB, IUCN, UNFCCC (COP). ISO 14000, Environmental policies: Environmental Regulations Different Acts. International agreements – Montreal protocol 1987; Kyoto protocol 1997; Copenhagen summit 2009; Paris Climate Accords 2015. Carbon credit and carbon trading, Clean development Mechanism (CDM) Environmental Ethics Environmental Impact Assessment (EIA), EIA – Methods and Tools.	<b>10</b>
	<b>Total</b>	<b>50</b>

**Suggested Text Books:**

1. Santra, S.C.: Environmental science, New central book agency (P) Ltd.
2. Patra, M. N. & Singha, R. K.: Basic environmental engineering & Elementary biology, Aryan Publishing House.
3. Radjou, N. & Prabhu, J.: Do better with less: Frugal innovation for sustainable growth, Penguin.
4. Khosla, R. & Siddiqui, Z. H.: Basics of environmental science, Narosa Publishing House.
5. Satpathy, B., Dash, A. P. & Dash, A.: +3 Environmental Science, Kalyani Publishers.

**Suggested Reference Books:**

1. M.P. Poonia & S.C. Sharma: Environmental Studies, Khanna Publishing House (AICTE Recommended Textbook – 2018)
2. R. Joshi & Munish Kapila: Environment Management, Kalyani Publishers
3. S. S. Dara: A Text of Environmental Chemistry & Pollution Control, S. Chand Publisher.

<b>Course: MANAGEMENT INFORMATION SYSTEMS</b>	
<b>Course Code: BBA 203</b>	<b>Semester: II</b>
<b>Course Category: Minor</b>	<b>Maximum Marks:100</b>

<b>Teaching Scheme</b>	<b>Examination Scheme</b>
Lecture: 2	End semester Exam:70
Tutorial: 0	Attendance:5
Practical: 0	ContinuousAssessment:25
Credit: 2	Practical/Seasonal internal continuous evaluation:0
	Practical/Seasonal external examination:0

SN	Cognitive Abilities	Course Outcome
BBA 203.1	Remembering	<b>Identify</b> the fundamental concepts, principles, and terminology related to MIS
BBA 203.2	Understanding	<b>Understand</b> the role of MIS in organizations and its importance in decision-making processes.
BBA 203.3	Applying	<b>Develop</b> skills in project management techniques and tools used in MIS projects.
BBA 203.4	Analysing	<b>Select</b> and apply data management principles to organize, store, and retrieve business data.
BBA 203.5	Evaluating	<b>Stay updated</b> with emerging trends and advancements in management information systems, enabling adaptation to changing business environments.
BBA 203.6	Creating	<b>Develop</b> an awareness of ethical considerations in the use of information systems.

#### DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	<b>Introduction, Data, Information, and Knowledge, Information Technology</b> - Concept, Features and Components, Information Systems - Concept and types of Information Systems, Role of IT in business and society. MIS Concept, evolution and meaning of MIS; Information system for competitive advantage, MIS function in an organization. Limitations of MIS	<b>5</b>
M2	<b>Information and Managerial Effectiveness:</b> Information as a corporate resource, types of information – operational, tactical and strategic; Levels of management and information needs of management; Quality of information; Information systems for finance, marketing, manufacturing, human resource areas.	<b>6</b>
M3	<b>Understanding information system;</b> concepts; sub-systems and super-systems; Types of information systems, Transaction processing systems, MIS decision support systems, Executive support system; Enterprise Resource Planning (ERP) (Features, merits, issues and challenges in implementation.	<b>6</b>
M4	<b>Development and Management of Data Bases:</b> Relation databases, DDL, DCL, DML, Data Base Management Systems (DBMS) and their	<b>9</b>

	components, Concept of entity and relationships, ER Diagram, Data Model, Data dictionary, Introduction to SQL Queries.	
M5	<b>Security Issues Relating to Information Systems:</b> Threats to information systems; Vulnerability, risk and control measures, Firewall, Antivirus, Risk Management.	<b>4</b>
	<b>TOTAL</b>	<b>30</b>

**Suggested Text Books:**

1. Laudon, Laudon, Dass: Management Information Systems, Pearson
2. D P Nagpal: Textbook on Management Information System, S Chand Publishing
3. L. M. Prasad & Usha Prasad: Management Information Systems, Sultan Chand & Sons
4. Hitesh Gupta: Management Information System, International Book House Pvt. Ltd.

**Suggested Reference Books:**

1. C. S. V. Murti: Management Information System, Himalaya Publishing House.
2. A.K. Gupta: Management Information System, S Chand.
3. Oka Miland M & Murty: Management Information System.
4. Jaiswal and Mittal: Management Information Systems, Oxford University Press

<b>Course: MODERN INDIAN LANGUAGES AND LITERATURE</b>	
<b>Course Code: AEC 201</b>	<b>Semester: II</b>
<b>Course Category: Ability Enhancement Course</b>	<b>MaximumMarks:100</b>

<b>Teaching Scheme</b>	<b>Examination Scheme</b>
Lecture: 2	End semester Exam:70
Tutorial: 0	Attendance:5
Practical: 0	ContinuousAssessment:25
Credit: 2	Practical/Seasonal internal continuous evaluation:0
	Practical/Seasonal external examination:0

SN	Cognitive Abilities	Course Outcome
AEC 201.1	Remembering	<b>Define</b> the key terms in English Grammer and Literature
AEC 201.2	Understanding	<b>Explain</b> the fundamentals of English Grammer and its allied features applicable in the world.
AEC 201.3	Applying	<b>Develop</b> the skills for writing prose and essays of variety to widen their mental horizon.
AEC 201.4	Analysing	<b>Examine</b> the expertise in the matter of communication and its practical application to add an extra dimension to their learning process
AEC 201.5	Evaluating	<b>Evaluate</b> the interest in the selected literary pieces and their relevance as well as purpose in the modern world.
AEC 201.6	Creating	<b>Engage</b> with cultural organizations, literary festivals, and community events to promote modern Indian languages and literature.

#### DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	<b>Functional Grammar and its usage:</b> Formation of tenses, gerund, infinitive, verbalnoun, synthesis of sentences, idioms and proverbs.	<b>6</b>
M2	<b>Develop the Writings in a New Pattern and Style:</b> Expository, Descriptive, Reflective, Narrative, Biographical and Autobiographical. Letters (Formal type) and Report Scripting (News Paper style) and Features.	<b>7</b>
M3	<b>Selected Literary Pieces:</b> Poetry: JACK (E V Lucas), SNAKE (D H Lawrence). Prose: KITE (Somerset Maugham), THE HUNGRY STONE (R. Tagore). Drama: TARA (Mahesh Dattani)	<b>9</b>
M4	<b>Communication:</b> Debate, Discussion, Public interaction, Safety measures of Communication, Power of Convincing others and Audio-Visual technology used for the contemporary communication system.	<b>8</b>
	<b>Total</b>	<b>30</b>

#### Suggested Text Books:

1. Wren and Martin: High School Grammar and Composition, S Chand Publication
2. Palgrave: Golden Treasury, Oxford Publication
3. B K Mitra: Personality Development and Soft Skills, Oxford Publication
4. H.N. Kashyap: A Pageant of Poems (English, Paperback), Selina Publishers

**Suggested Reference Books:**

1. Suniti Kumar Chatterji: Languages and Literatures of Modern India, Prakash Bhavan, Calcutta
2. Anjali Nerlekar: The Oxford Handbook of Modern Indian Literatures, Oxford University Press D. M. Mithani

<b>Course: DESIGN THINKING</b>	
<b>Course Code: SEC 281</b>	<b>Semester: II</b>
<b>Course Category: Skill Enhancement Course</b>	<b>Maximum Marks: 100</b>

<b>Teaching Scheme</b>	<b>Examination Scheme</b>
Lecture: 2	End semester Exam: 0
Tutorial: 0	Attendance: 0
Practical: 0	Continuous Assessment: 0
Credit: 2	Practical/Seasonal internal continuous evaluation: 0
	Practical/Seasonal external examination: 100

SN	Cognitive Abilities	Course Outcome
SEC281.1	Remembering	<b>Define</b> the key terms in Design Thinking Process.
SEC281.2	Understanding	<b>Explain</b> the fundamental understanding of the design process.
SEC281.3	Applying	<b>Implement</b> the design thinking process to innovation and creative problem solving
SEC281.4	Analysing	<b>Correlate</b> visual representation of an ideas
SEC281.5	Evaluating	<b>Develop</b> and <b>Test</b> innovative ideas through a rapid iteration cycle
SEC281.6	Creating	<b>Create</b> physical prototypes/a visual representation of an idea

#### DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	<b>Introduction to Design Thinking:</b> Concept, Process of Design Thinking, Principle and Tools, History of Design Thinking	<b>4</b>
M2	<b>Empathize Phase:</b> How to Empathize, Role of Empathy in Desing Thinking, Empathy Map Design, Methods of Empathic Desing, Customer Journey Mapping	<b>6</b>
M3	<b>Analyze Phase:</b> Problem clarification, Understanding of Problem, Problem Analysis and Reformulation of the problem, Point of View Phase and Context Diagram, Root Cause Analysis, Conflict of Interest, Description of customer need, Cash Flow Diagram and Value Analysis Diagram, Brainstorming, What-If Tool for Ideation	<b>7</b>
M4	<b>Solve Phase:</b> Design Innovation, Benefits of Iteration in Desing Thinking Process, Visualization and Presentation Technique, Test Prototyping and Validation, Agility for Design Thinking, Case Study	<b>8</b>
M5	<b>Project Work:</b> Create physical prototype/visual representation	<b>5</b>
	<b>Total</b>	<b>30</b>

#### Suggested Text Books:

1. Bala Ramadurai: Karmic Design Thinking, First Edition, 2020
2. Tim Brown, Clayton M. Christensen, Indra Nooyi and Vijay Govindarajan: HBR's 10 Must Reads on Design Thinking, Harvard Business Review Press, 2020.
3. Jeanne Liedtka, Tim Ogilvie, and Rachel Brozenske: The Designing for Growth Field Book: A Step-by-Step Project Guide, Columbia University Press, 2014

#### Suggested Reference Books:

1. Karl T. Ulrich: Design: Creation of Artifacts in Society, eBook
2. Vijay Kumar: 101 Design Methods: A Structured Approach for Driving Innovation in Your Organization, eBook
3. Marc Stickdorn and Jakob Schneider: This is Service Design Thinking: Basics, Tools, Cases, eBook

<b>Course: NSS</b>	
<b>Course Code: VAC 281</b>	<b>Semester: I</b>
<b>Course Category: Value Added Course</b>	<b>Maximum Marks: 100</b>

<b>Teaching Scheme</b>	<b>Examination Scheme</b>
Lecture: 3	End semester Exam: 0
Tutorial: 0	Attendance: 0
Practical: 0	Continuous Assessment: 0
Credit: 3	Practical/Seasonal internal continuous evaluation: 0
	Practical/Seasonal external examination: 100

SN	Cognitive Abilities	Course Outcome
VAC 281.1	Remembering	<b>Define</b> the key objectives of NSS such as personality development through community service and fostering national integration.
VAC 281.2	Understanding	<b>Explain</b> the importance and impact of community service and social responsibility.
VAC 281.3	Applying	<b>Organize</b> a community health camp and actively engage in its execution.
VAC 281.4	Analysing	<b>Conduct</b> a needs assessment in a local community to identify areas where NSS can contribute effectively.
VAC 281.5	Evaluating	<b>Critically</b> evaluate the outcomes of NSS projects and initiatives.
VAC 281.6	Creating	<b>Design</b> innovative solutions to address community challenges.

#### DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	<b>Introduction &amp; Basics Concept of NSS</b> History and Philosophy Aims, Objectives of NSS. Emblem Sign, NSS Badge, Clap, Flag NSS Song: Lakshya Geet, Sadbhavna Geet, Rastriya Yuba Geet Organizational Structure, Role and Responsibilities	<b>10</b>
M2	<b>Planning of Programs/Activity</b> Planning at state level Planning At University level Planning at Institutional Level\ Planning Of NSS programs	<b>10</b>
M3	<b>NSS Programme &amp; Activities</b> Concept of Regular activities Visit and survey -orphanage, old age home & child care Methodology of conduct survey Basics of adaptation of village/slums Calendar of NSS activities & maintenance of NSS work dairy Understanding Youth: Definition, Profile of youth, Challenges & opportunities of youth	<b>10</b>
M4	<b>Volunteerism &amp; Disaster Management</b> Volunteerism: Needs and importance, Shramdan as a part of volunteerism Meaning and types of Leadership, Qualities of good leadership, Importance and role of youth leadership Introduction of disaster management, Classification of disaster	<b>12</b>

	Role of youth in disaster management	
M5	<b>Training, Orientation, Research and Evolution Training and orientation Center Research, evaluation and Publication relate to NSS</b>	<b>3</b>
	<b>Total</b>	<b>45</b>

**Suggested Text Books:**

1. Nirmalya Kumar Sinha, Dr. Surajit Majumder: Text book of National Service Scheme, Vidya Kutir Publications.
2. Dr. Sunita Agarwalla: NSS and Youth Development, Paperback
3. Gyanendra Kumar: NSS at a Glance, Prabhat Prakashan

**Suggested Reference Books:**

1. S. Joseph, R. Rajendran: NSS (National Service Scheme) Guide, McGraw Hill Education
2. V.K. Arora: NSS: An Introduction, Publisher: Notion Press

### 3<sup>rd</sup> SEM

2 <sup>nd</sup> Year 3 <sup>rd</sup> Semester								
Sl. No.	Category	Paper Code	Subject	Contact Hours/Week				Credit Point
				L	T	P	Total	
<b>THEORY</b>								
1	Major	BBA 301	Operations Management	4	1	0	4	5
2	Major	BBA 302	Organisational Behaviour	3	1	0	4	4
3	Multidisciplinary		GE Basket	2	1	0	3	3
4	Ability Enhancement Course	AEC 301	The Constitution, Human Rights and Law	2	0	0	2	2
5	Minor	BBA 303	MS Office	3	0	0	3	3
<b>SESSIONAL</b>								
6	Skill Enhancement Course	SEC 381	Understanding basics of Cyber Security	2	0	0	2	2
<b>PRACTICAL</b>								
7	Minor	BBA 391	MS Office with Lab	0	0	2	2	1
<b>Total of Theory, Practical and Mandatory Activities/Courses</b>				<b>16</b>	<b>3</b>	<b>2</b>	<b>21</b>	<b>20</b>

<b>Course: OPERATIONS MANAGEMENT</b>	
<b>Course Code: BBA 301</b>	<b>Semester: III</b>
<b>Course Category: Major</b>	<b>Maximum Marks: 100</b>

<b>Teaching Scheme</b>	<b>Examination Scheme</b>
Lecture: 4	End semester Exam: 70
Tutorial: 1	Attendance: 5
Practical: 0	Continuous Assessment: 25
Credit: 5	Practical/Seasonal internal continuous evaluation: 0
	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
BBA301.1	Remembering	<b>Identify</b> the elements of operations management and various transformation processes to enhance productivity and competitiveness.
BBA301.2	Understanding	<b>Explain</b> the process of Operations and their linkage with process-product matrix in a real-world context.
BBA301.3	Applying	<b>Apply</b> the dimension of operations management, inventory management, procurement management, quality control management in solving managerial problems.
BBA301.4	Analysing	<b>Examine</b> the procedure adopted for dimensions of operations management.
BBA301.5	Evaluating	<b>Outline</b> a typical operational model for a product/service.
BBA301.6	Creating	<b>Elaborate</b> upon different operational issues in manufacturing and services organizations where the decision-making element is emphasized.

#### DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	<b>Introduction to Operation Management:</b> Concept, Difference between Manufacturing and Service Operations; Product Process Matrix; Capacity Planning; Production as a Coordination Function; Production Cycle; Production Planning & Control Concept, Classification of Manufacturing System; Responsibilities of Production Manager	10
M2	<b>Time and Motion Study:</b> Concept, Flow Process Chart, Problems of Time Study	5
M3	<b>Plant Location:</b> Need for a Good Plant Location; Factors influencing Plant Location – Tangible and Intangible Factors; Different methods of Site Selection (ROI, Factor Rating, Paired Comparison, Centre of Gravity)  <b>Plant Layout:</b> Need for a Good Plant Layout; Characteristics of a Good Layout, Costs associated with Plant Layout; Process Layout vs. Product Layout	10
M4	<b>Assembly Line Balancing:</b> Concept and Problems; Cellular Manufacturing Concept	5
M5	<b>Maintenance Management:</b> Concept, Types of Maintenance, Preventive Maintenance; Total Productive Maintenance (TPM); Concept of MTBF (Mean time between failure), MTTR, MTTF; Problems  <b>Material Handling:</b> Principles, Tools and Techniques	5

M6	<b>Purchase Management:</b> Purchasing Procedure; Types of Purchase; Value Analysis; Vendor Selection; Negotiation; Make or Buy decision	<b>7</b>
M7	<b>Inventory Management:</b> Concept, Objective and Importance; Inventory Control System; Selective treatment of item; EOQ and Ordering Levels; JIT; MRP (I & II), and ERP	<b>8</b>
M8	<b>Inspection and Quality Control:</b> Types of Inspection; Quality Control: Tools and Technique; Statistical Quality Control; Acceptance Sampling and Control Charts	<b>10</b>
	<b>Total</b>	<b>60</b>

**Suggested Text Books:**

1. S.N. Chary: Production and Operations Management, TMH
2. R. Panneerselvam: Production and Operations Management, PHI
3. K. Bedi: Production and Operations Management, Oxford University Press
4. E. S. Buffa, and R.K. Sarin: Modern Production/ Operations Management, John Wiley.

**Suggested Reference Books:**

1. Collier, Evans and Ganguly: Operations Management, Cengage Learning, Pearson
2. William J. Stevenson: Operations Management, TMGH.
3. Lee Krajewski, Larry Ritzman, Manoj Malhotra: Operations Management, Pearson Education
4. Jay Heizer, Barry Render, et al.: Operations Management, Pearson.
5. J.R. Tony Arnold, Stephen Chapman, Ramakrishnan: Introduction to Materials Management, Pearson

<b>Course: ORGANIZATIONAL BEHAVIOUR</b>	
<b>Course Code: BBA 302</b>	<b>Semester: III</b>
<b>Course Category: Major</b>	<b>Maximum Marks: 100</b>

<b>Teaching Scheme</b>	<b>Examination Scheme</b>
Lecture: 3	End semester Exam: 70
Tutorial: 1	Attendance: 5
Practical: 0	Continuous Assessment: 25
Credit: 4	Practical/Seasonal internal continuous evaluation: 0
	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
BBA302.1	Remembering	<b>Remember</b> individual human behaviour in the workplace as influenced by diversity, ethics, culture, reward systems, organizational design and perceptions
BBA302.2	Understanding	<b>Understand</b> the different personalities and attitudes of individual, motivational theories that lead to positive organizational behaviour, emotional intelligence and self-efficacy
BBA302.3	Applying	<b>Apply</b> group dynamics and demonstrate skills required for working in formal and informal groups (team building)
BBA302.4	Analysing	<b>Analyze</b> individual human behaviour in the workplace as influenced by diversity, ethics, culture, reward systems, organizational design and perceptions
BBA302.5	Evaluating	<b>Evaluate</b> the processes used in developing communication and decision making by resolving issues of stress and conflicts

#### DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	<b>Introduction to Organizational Behaviour:</b> Definition and scope of organizational behavior, Historical development of organizational behavior, Importance of studying organizational behavior, Individual behaviour in organizations.	12
M2	<b>Individual Behaviour:</b> Personality definition, theories, Perception, attribution, and attitudes, Learning theories, Job satisfaction.	10
M3	<b>Group and Team Dynamics:</b> Types of groups in organizations, Stages of group development, Conflict management and negotiation skills	12
M4	<b>International Organizational Behaviour:</b> Definition, nature, characteristics Cross-cultural differences and their impact on behavior, Organizational behaviour trends and future challenges	8
M5	<b>Power and Political Behavior:</b> Definition, Power Dynamics, Sources, Power tactics, Essence of politics, Types of political activities.	8
	<b>Total</b>	<b>50</b>

#### Suggested Text Books:

1. K. Aswathappa: Organizational Behaviour, Text, Cases and Games, Himalaya Publishing House
2. S.S. Khanka: Organizational Behaviour, S Chand & Company
3. Bhat & Kumar, Management: Principles, Processes, and Practices, Oxford University Press.
4. C.B. Gupta: Management: Theory and Practice, Sultan Chand & Sons.
5. R.N. Gupta: Principles of Management, S. Chand & Co.
6. V.S.P. Rao: Organization Behaviour; Excel Book.

**Suggested Reference Books:**

1. Stephen P. Robbins: Organizational Behaviour, Pearson
2. Fred Luthans: Organizational behavior: A modern behavioral approach to management, McGraw-Hill
3. Newstrom John W.: Organisational Behaviour, Tata McGraw Hill.
4. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R.: Organisational Behaviour; Tata McGraw Hill.

<b>Course: THE CONSTITUTION, HUMAN RIGHTS AND LAW</b>	
<b>Course Code: AEC 301</b>	<b>Semester: III</b>
<b>Course Category: Ability Enhancement Course</b>	<b>MaximumMarks:100</b>

<b>Teaching Scheme</b>	<b>Examination Scheme</b>
Lecture: 2	End semester Exam:70
Tutorial: 0	Attendance:5
Practical: 0	ContinuousAssessment:25
Credit: 2	Practical/Seasonal internal continuous evaluation:0
	Practical/Seasonal external examination:0

SN	Cognitive Abilities	Course Outcome
AEC 301.1	Remembering	<b>Identify</b> the fundamental concepts and principles of constitutional law.
AEC 301.2	Understanding	<b>Understand</b> the structure and functions of different branches of government as outlined in constitutions.
AEC 301.3	Applying	<b>Execute</b> relevant activity in line with the role of international organizations such as the United Nations in promoting and protecting human rights.
AEC 301.4	Analysing	<b>Examine</b> the legal frameworks and remedies available for the protection of human rights within national jurisdictions.
AEC 301.5	Evaluating	<b>Critically evaluate</b> the effectiveness of constitutional amendments in protecting individual rights.
AEC 301.6	Creating	<b>Build</b> theoretical knowledge to practical scenarios through case studies and moot court exercises

#### DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	<b>Constitution:</b> Meaning & Constitutionalism, Historical perspective - : 1909 Act, 1919 Act & 1935 Act, Salient features & nature of the Constitution	<b>5</b>
M2	<b>Fundamental Rights:</b> Introduction & its scheme, Right to Equality (Art.14), Right to Fundamental Freedoms (Art.19), Right to Life (Art.21), Directive Principles of State Policy: importance and implementation, Fundamental Duties and its legal status.	<b>6</b>
M3	<b>Conceptual background of human rights and duties:</b> Concepts of Human Rights, Classifications of Human Rights, Historical and Philosophical Development of Human Rights.	<b>8</b>
M4	<b>International human rights movement:</b> French revolution, Civil rights movement, Peasants movement, National freedom movement, Dalit movement	<b>7</b>
M5	<b>International humanitarian law:</b> Geneva convention 1949, Additional Protocols of 1977, International Red Cross society.	<b>4</b>
	<b>Total</b>	<b>30</b>

#### Suggested Text Books:

1. H O Agarwal: A Concise Book on International Law and Human Rights, Central Law Publication
2. Dr. U Chandra: Human Rights, Allahabad law agency publication
3. D. D. Basu: Introduction to the Constitution of India, Lexis Nexis
4. Subhash C. Kashyap: Indian Constitution, National Book Trust

**Suggested Reference Books:**

1. Rahul Kandharkar: Human Rights and Constitution of India, Asia Law House
2. Navneet Vibhaw: Indian Constitutional Law, Lexis Nexis Publishers

<b>Course: UNDERSTANDING BASICS OF CYBER SECURITY</b>	
<b>Course Code: SEC 381</b>	<b>Semester: III</b>
<b>Course Category: Skill Enhancement Course</b>	<b>Maximum Marks: 100</b>

<b>Teaching Scheme</b>	<b>Examination Scheme</b>
Lecture: 2	End semester Exam: 0
Tutorial: 0	Attendance: 0
Practical: 0	Continuous Assessment: 0
Credit: 0	Practical/Seasonal internal continuous evaluation: 0
	Practical/Seasonal external examination: 100

SN	Cognitive Abilities	Course Outcome
BBA 381.1	Remembering	<b>Define</b> key terms such as malware, phishing, firewall, encryption, and vulnerability.
BBA 381.2	Understanding	<b>Describe</b> how encryption works to protect data and why it is essential for maintaining confidentiality.
BBA 381.3	Applying	<b>Sketch</b> and configure a firewall to protect a computer network.
BBA 381.4	Analysing	<b>Test</b> the different types of cyber threats and their potential impact.
BBA 381.5	Evaluating	<b>Post</b> the effectiveness of different cyber security tools and practices.
BBA 381.6	Creating	<b>Develop</b> a comprehensive security policy that includes guidelines for password management, data encryption, and incident response.

#### DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	<b>Fundamentals of Cyber Security:</b> Introduction to the concept of Information security, Information security goals (Confidentiality, Integrity and availability) CIA Triad, Cyber Space, Need for Cyber Security. Introduction to Cyber Crime, Types of Cybercrime. Scams and Frauds.	<b>5</b>
M2	<b>Classification of Malware:</b> About Malware, Types of Malwares (Virus, worm, Trojan horse, spyware, adware, ransomware)  <b>Type of Computer Viruses:</b> File Virus, Boot sector virus, Macro virus, electronic mail (email) virus, some indications of a malware attack.  <b>Antivirus:</b> Brief introduction about popular antivirus programs, Basic ideas how antivirus programs identify a virus.  <b>Introduction to Cyber Attacks:</b> Classification of Cyber Attacks, Denial of service attack (DoS), Distributed Denial of service attack (DDoS), Intrusion Detection System (IDS), Intrusion Prevention System (IPS), snooping, Eavesdropping, Key loggers and Firewall.	<b>10</b>
M3	<b>Hacking Concepts:</b> Hacking, Types of Hacking/Hackers, Essential terminology (Threat, Vulnerability, Target of Evaluation, Attack, Exploit). Concept of ethical Hacking, Hacktivism	<b>5</b>
M4	<b>Cyber Law:</b> Information Technology Act 2000 and Amendments, Cyber terrorism, Cyber laws, what offences are covered under these laws (Hacking, Data theft, Identity theft (including Password Theft), Email spoofing, Sending offensive messages, Voyeurism, Cyber terrorism) Punishment for cyber-crime	<b>5</b>

	in India, Jurisdiction of Cyber Crime, Cyber Security Awareness Tips	
M5	<b>Stay Secure in digital World:</b> Usage of Password, Different types of passwords (Biometric, Pattern based Graphical password, Strong Password technique, Types of Password attacks, Steps to stay secure in digital World, have strong password, encrypt your data, security suit software.	<b>5</b>
	<b>Total</b>	<b>30</b>

**Suggested Text Books:**

1. Mayank Bhusan et.al: Fundamentals of Cyber Security (Principle, Theory and Practices), BPB Publications
2. Behrouz A. Forouzan: Data Communication and Networking, McGraw Hill Education (India) Pvt. Ltd.

**Suggested Reference Books:**

1. William Manning: Certified Ethical Hacker Certification Exam, Emereo
2. Nina Godbule and Sunit Belapure: Cyber Security: Understanding Cyber Crimes, Computer forensics and legal perspective, Wiley India

<b>Course: MS OFFICE WITH LAB</b>	
<b>Course Code: BBA 303 &amp; BBA 391</b>	<b>Semester: III</b>
<b>Course Category: Minor</b>	<b>Maximum Marks: 100</b>

<b>Teaching Scheme</b>	<b>Examination Scheme</b>
Lecture: 3	End semester Exam: 0
Tutorial: 0	Attendance: 5
Practical: 2	Continuous Assessment: 0
Credit: 4	Practical/Seasonal internal continuous evaluation: 35
	Practical/Seasonal external examination: 60

SN	Cognitive Abilities	Course Outcome
BBA391.1	Remembering	<b>Identify</b> the appropriate menus and functions including short keys of MS Word, PowerPoint to create, format, import, merge, save, print files using various categories of data.
BBA391.2	Understanding	<b>Show</b> how to do the basic operations in MS Word, PowerPoint, and Excel.
BBA391.3	Applying	<b>Use</b> various tools and functions of MS Word, PowerPoint, and Excel to draft, present and analyse a business or managerial data.
BBA391.4	Analysing	<b>Illustrate</b> the use of different set of commands used for data processing, visualization, manipulation, extrapolation through MS Word, PowerPoint, and Excel.
BBA391.5	Evaluating	<b>Design</b> and execute Mail merged documents. <b>Develop</b> custom themes and customize slide masters and layouts. <b>Drive</b> insights from different data sources in MS Excel to answer relevant business questions.
BBA391.6	Creating	<b>Create and compile</b> standard templates, presentations and dashboards in MS Word, PowerPoint, and Excel.

#### DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	<b>MS Windows:</b> Introduction to MS Window, working with desktop & start Menu button, opening file or program from start menu button, Introduction to MS Office	<b>3</b>
M2	<b>Microsoft Word:</b> Introduction to Microsoft Interface; Font options; Paragraph formatting; Heading Style; Editing Option in Home Tab; Clipboard and Format Painter; File Tab option, Insert Tab Option; Design Tab Option; Layout Tab Option; Mail Merge; View Tab Option; Endnote and Footnote.	<b>12</b>
M3	<b>Microsoft PowerPoint:</b> Introduction to Microsoft PowerPoint, File Tab Option, Home Tab Option (Clipboard, Slides, Font, Paragraph, Drawing and Editing), Insert Tab Option, Design Tab Option, Transition and Animation Tab Option, Slide Show Tab Option.	<b>20</b>
M4	<b>Microsoft Excel:</b> Introduction to Microsoft Excel, Home Tab Option, Insert Tab Option, Formula Tab Option, Data Tab Option, View Tab Option, Concept of Macro and VBA  <b>Application of MS Excel:</b> a) Functions (Logical, Lookup); b) Text to Column;	<b>25</b>

	c) Data Validation; d) What-if Analysis; e) Conditional Formatting; f) Pivot Table	
	<b>Total</b>	<b>60</b>

**Suggested Text Books:**

1. John Preppernau: Microsoft Word 2016 step by step
2. John Lambert: Microsoft PowerPoint 2016 step by step
3. Dr. Harold Lloyd Fisher Jr., Kymitra L. Fisher: Microsoft PowerPoint 2016 Made Easy: A Step-by-Step Guide for PC Users
4. John Walkenbach: Excel 2016 Bible, John Wiley and Sons
5. Microsoft Word 2016 Introduction Quick Reference Guide - Windows Version (Cheat Sheet of Instructions, Tips and Shortcuts, Lamina

**Suggested Reference Books:**

3. Turban: Information Technology for Management Advancing Sustainable Profitable Business Growth, Wiley
4. Amir Manzoor: Information Technology in Business, Createspace Independent Pub

## 4<sup>th</sup> SEM

2 <sup>nd</sup> Year 4 <sup>th</sup> Semester								
Sl. No.	Category	Paper Code	Subject	Contact Hours/Week				Credit Point
				L	T	P	Total	
THEORY								
1	Major	BBA 401	Marketing Management	3	1	0	4	4
2	Major	BBA 402	Human Resource Management	3	1	0	4	4
3	Major	BBA 403	Financial Management	3	1	0	4	4
4	Minor	BBA 404	Database Management with SQL	3	0	0	3	3
5	Ability Enhancement Course	AEC 401	Society Culture and Human Behavior	2	0	0	2	2
PRACTICAL								
6	Minor	BBA 491	Database Management with SQL Lab	0	0	2	2	1
7	Skill Enhancement Course	BBA 481	Minor Project	0	0	0	0	3
Total of Theory, Practical and Mandatory Activities/Courses				14	3	2	19	21

<b>Course: MARKETING MANAGEMENT</b>	
<b>Course Code: BBA 401</b>	<b>Semester: IV</b>
<b>Course Category: Major</b>	<b>Maximum Marks: 100</b>

<b>Teaching Scheme</b>	<b>Examination Scheme</b>
Lecture: 3	End Semester Exam: 70
Tutorial: 1	Attendance: 5
Practical: 0	Continuous Assessment: 25
Credit: 4	Practical/Sessional internal continuous evaluation: 0
	Practical/Sessional external continuous Evaluation: 0

SN	Cognitive Abilities	Course Outcome
BBA 401.1	Remembering	<b>Remember</b> the fundamental concepts.
BBA 401.2	Understanding	<b>Understand</b> the basic ideas.
BBA 401.3	Applying	<b>Apply</b> the basic strategies in marketing management.
BBA 401.4	Analyzing	<b>Analyze</b> the situation in the field.
BBA 401.5	Evaluating	<b>Take</b> decision as per situation.
BBA 401.6	Creating	<b>Create</b> market space for the organization.

#### DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	<b>Introduction to Marketing:</b> definition, scope, different marketing concepts (traditional & modern), Selling vs Marketing, Marketing Mix, Marketing Environment (macro & micro environment)	<b>8</b>
M2	(a) <b>Consumer Behaviour:</b> Meaning & Determinants, Consumer Behavior Model, steps in buying decision making process (b) <b>Industrial Buying Behavior:</b> Meaning, Characteristics and difference with consumer buying behavior (c) <b>Market Segmentation:</b> Meaning, Benefits and Basis of Market segmentation, Segmenting Consumer Market	<b>12</b>
M3	<b>Product:</b> Concepts of Product, Product Mix, Product Line, Product Width, Product Life Cycle, Strategies involved in different stages of PLC	<b>8</b>
M4	<b>Pricing:</b> Meaning & Importance, Objectives & Methods of Pricing, Factors affecting Pricing of a Product	<b>6</b>
M5	<b>Distribution Channel:</b> Meaning, types of Distribution Channel, Role of Intermediaries, Channel Design Decisions	<b>5</b>
M6	<b>Promotion:</b> Elements of Promotion Mix, Advertising Media, Merits & Demerits, Characteristics of an Effective Advertisement	<b>5</b>
M7	<b>Brand Management:</b> Introduction, Branding Decision Hierarchy, Communicating Brand, Brand Extension	<b>6</b>
	<b>Total</b>	<b>50</b>

#### Suggested Text Books: -

1. Kotler P., Keller K.L.: Marketing Management, Pearson
2. Rajan Saxena: Marketing Management, TMH
3. Ramaswami V.S., Namakumari S.: Marketing Management, SAGE

#### Suggested Reference Books: -

1. Debraj Datta, Mahuya Datta: Marketing Management, Vrinda Publications

<b>Course: HUMAN RESOURCE MANAGEMENT</b>	
<b>Course Code: BBA 402</b>	<b>Semester: IV</b>
<b>Course Category: Major</b>	<b>Maximum Marks: 100</b>

<b>Teaching Scheme</b>	<b>Examination Scheme</b>
Lecture: 3	End semester Exam: 70
Tutorial: 1	Attendance: 5
Practical: 0	Continuous Assessment: 25
Credit: 4	Practical/Seasonal internal continuous evaluation: 0
	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
BBA402.1	Remembering	<b>Remember</b> the meaning and definition of the term human resource management
BBA402.2	Understanding	<b>Understand</b> different features of human resource management; scope and objectives of HRM and HRM practices in India
BBA402.3	Applying	<b>Apply</b> the HRM tools in real world business situations.
BBA402.4	Analysing	<b>Illustrate</b> the methods and techniques of HRM
BBA402.5	Evaluating	<b>Expose</b> different functional areas of Human Resource Management to enhance the effectiveness of HRM solution for real world HR Problems.
BBA 402.6	Creating	<b>Formulate</b> relevant and effective HR Policies.

#### DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	<b>Human Resource Management-Overview:</b> Introduction of the paper, Definition of Human Resource, Definition & Concept of Personnel Management, Comparison between Personnel Management & HR. Nature, Aim and Objectives, Scope & Coverage & Nature of HRM, Importance of Human Resource Management. Historical Perspective & Evolution of Human Resource Management in India. Development of HR Functions, Structure & Function of HR Manager, Role of Line Managers in Managing Human Resources. Difference Between Line Function and Staff Function. Changing Function of Human Resource Management with Examples.	<b>10</b>
M2	<b>Human Resource Planning (HRP):</b> Meaning, Objectives, Importance of Human Resource Planning, Need for HR Planning, Assessment of Available HR in the Organization, Work Load Analysis, Manning Norms, Demand Analysis of Future Requirement of HR, HR Policy.	<b>8</b>
M3	<b>Job Analysis:</b> Concept, Uses, Job Description, Job Specification, Methods of collecting Job Analysis Data, Job Evaluation.	<b>4</b>
M4	<b>Talent Acquisition and Training:</b> Recruitment: Definition, Sources of Selection, Process of Selection, Difference Between Recruitment and Selection, Training: Definition, Difference between Training, Development and Education, Different Methods of Training.	<b>8</b>
M5	<b>Human Resource Development (HRD):</b> Definition, objective, process of HRD, Assessment of HRD Needs, HRD Methods.	<b>6</b>
M6	<b>Introduction to Performance appraisal:</b> Purpose, Methods, Appraisal	<b>8</b>

	instruments, 360-degree Appraisal, HR Score Card, Errors in appraisal, Potential Appraisal, Appraisal Interview.	
M7	<b>Emerging Areas - International Human Resource Management:</b> Concept, Need, Objectives and Features. Modern Human Resource Management Practice. Modern HR Trends, Managing Human Capital, Talent Management. Case Lets and Class Activities (Applying HRM Techniques).	<b>6</b>
	<b>Total</b>	<b>50</b>

**Suggested Text Books:**

1. K. Aswathappa, Human Resource and Personnel Management: Text & Cases, Tata McGraw Hill
2. P. Biswajeet, Human Resource Management, Prentice Hall India
3. V.S.P. Rao: Essentials of Human Resource Management and Industrial Relations; Text, Cases and Games, Himalaya Publishing House, New Delhi.
4. P. Subba Rao: Personnel and Human Resource Management (Text & Cases), Himalaya Publishing House, New Delhi
5. C.B. Gupta: Human Resource Management, Sultan Chand & Sons, New Delhi.

**Suggested Reference Books:**

1. Alan H. Anderson: Effective Personnel Management, Blackwell Publishers.
2. David A. DeCenzo and Robbins, Stephen P.: Personnel / Human Resource Management, PHI, New Delhi.
3. Gary Dessler: Human Resource Management, Pearson Education
4. Brian Towers: The Handbook of Human Resource Management, Blackwell Publishers

<b>Course: FINANCIAL MANAGEMENT</b>	
<b>Course Code: BBA 403</b>	<b>Semester: IV</b>
<b>Course Category: Major</b>	<b>Maximum Marks: 100</b>

<b>Teaching Scheme</b>	<b>Examination Scheme</b>
Lecture: 3	End semester Exam: 70
Tutorial: 1	Attendance: 5
Practical: 0	Continuous Assessment: 25
Credit: 4	Practical/Seasonal internal continuous evaluation: 0
	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
BBA403.1	Remembering	<b>Define</b> the concept, nature, scope function and objectives of Financial Management.
BBA403.2	Understanding	<b>Explain</b> the key concept of Time Value of Money, Future Value, Present Value and Compounding.
BBA403.3	Applying	<b>Use</b> of time value of money in decision making, capital budgeting, NPV, IRR and Payback period.
BBA403.4	Analysing	<b>Illustrate</b> the financing decision in view Cost of Debt, Cost of Equity, Capital Structure, EBIT-EPS analysis, Operating Leverage, Financial Leverage and Degree of Combined Leverage.
BBA403.5	Evaluating	<b>Measuring</b> the determinants and need of Working Capital, computation of Working Capital.
BBA403.6	Creating	<b>Formulation</b> of different types of Ratio like Liquidity Ratio, Leverage Ratio, Activity Ratio, Profitability Ratio with respect to financial statement.

#### DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	<b>Introduction:</b> Concept, Nature, Scope, Function and Objectives of Financial Management, Profit Maximization and Wealth Maximization.	<b>2</b>
M2	<b>Time Value of Money:</b> Concept of Time Value of Money, Present Value (Discounting), Future Value (Compounding), Present Value and Future value of annuity.	<b>7</b>
M3	<b>Investment Decision:</b> Concept of Capital Budgeting, Importance of Cash Flow in a project, calculation of Cash Flow. Evaluation of investment project using different capital budgeting technique- NPV, IRR, MIRR, Profitability Index, Pay Back Period, Accounting Rate of Return.	<b>14</b>
M4	<p><b>Financing Decision:</b></p> <p><b>Cost of Capital:</b> Concept of Cost of Capital, Calculation of Cost of different source of capital- Debt, Equity, Share and Preference Share. Calculation of WACC.</p> <p><b>Capital Structure:</b> Concept of Capital Structure, Optimal Capital Structure of Business. EBIT-EPS Break-Even, indifference analysis, EBIT-EPS curve. Over Capitalization and Under Capitalization.</p> <p><b>Leverage Analysis:</b> Concept of Leverage in Finance. Debt v/s Financing. Types of Leverage. Computation and inferences of Degree of Operating</p>	<b>14</b>

	Leverage, Financial Leverage and Degree of Combined Leverage.	
M5	<b>Management of Working Capital:</b> Concept, Components, Determinants and Need of Working Capital. Computation of Working Capital for a company.	<b>6</b>
M6	<b>Financial Statement Analysis:</b> - Concept of Financial Statement. Users of Financial Analysis. Nature of Ratio Analysis, Objective, Advantage, Disadvantages of Ratio Analysis. Type of Ratios- Liquidity Ratio, Leverage Ratio, Activity Ratio, Profitability Ratio.	<b>7</b>
	<b>Total</b>	<b>50</b>

**Suggested Text Books:**

1. Khan, M. Y., & Jain, P. K.: Financial Management: Text, Problems and Cases. McGraw-Hill Education.
2. IM Pandey: Financial Management- By Pearson
3. Chandra, P: Financial management. Tata McGraw-Hill Education.
4. Bhalla, V. K: Financial management. S. Chand Publishing.
5. Banerjee, B: Fundamentals of financial management. PHI Learning Pvt. Ltd.

**Suggested Reference Books:**

1. Brigham, E. F., & Ehrhardt, M. C.: Financial management: Theory & practice. Cengage Learning.

<b>Course: DATABASE MANAGEMENT WITH SQL</b>	
<b>Course Code: BBA 404</b>	<b>Semester: IV</b>
<b>Course Category: Minor</b>	<b>Maximum Marks: 100</b>

<b>Teaching Scheme</b>	<b>Examination Scheme</b>
Lecture: 3	End semester Exam: 70
Tutorial: 0	Attendance: 5
Practical: 0	Continuous Assessment: 25
Credit: 3	Practical/Seasonal internal continuous evaluation: 0
	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
BBA404.1	Remembering	<b>Identify</b> various concepts related to Database Management, SQL
BBA404.2	Understanding	<b>Explain</b> various concepts related to Database Management, SQL and their applications
BBA404.3	Applying	<b>Apply</b> different models of Database Management and SQL to solve related queries of users.
BBA404.4	Analysing	<b>Illustrate</b> the Database languages, models and SQL queries which can give the most effective results to the users.
BBA404.5	Evaluating	<b>Measuring</b> the determinants of different parts of the used Database System for the organization.
BBA404.6	Creating	<b>Formulation</b> of Database Management and SQL structure justifiable for real world problems.

#### DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	<b>Introduction:</b> Advantages of using Database Systems over File Systems, Data models: Entity-relationship model, network model, relational and object-oriented models, Database Languages (DDL, DML), Database Administrator and other Database users, Three schema/tier architecture of Database system: Data Abstraction, Data Independence	<b>7</b>
M2	<b>Entity Relationship Model:</b> Overview of Database Design, Entities, attributes, and Entity sets, Relationships and Relationship sets, Cardinality Ratio, Conceptual database design with the ER model – Entity versus attribute, entity versus relationship. Strong and weak Entity sets, Types and use of Integrity constraints, Codd rules	<b>10</b>
M3	<b>Relational Model and Normal Forms:</b> Concept of Relational Model, Keys, Entity Integrity and Referential Integrity rules, functional dependencies, Armstrong's Axioms, Normalization and Decomposition (1NF, 2NF, 3NF)	<b>14</b>
M4	<b>SQL:</b> DDL and DML commands, enforcing integrity constraints, Order by clause, Union, Intersect, Set Difference, Aggregate functions with Group by clause, Joining two tables, nested sub-queries,	<b>14</b>
	<b>Total</b>	<b>45</b>

#### Suggested Text Books:

1. Ramakrishnan, R. and J. Gehrke: Database Management Systems, McGrawHill, Company, Higher Education
2. Abraham Silberschatz, Henry F. Korth, S. Sudarshan: Database System Concepts, McGraw-Hill.
3. J. D. Ullman: Principles of Database and Knowledge – Base Systems, Computer Science Press.
4. R.P. Mahapatra: Database Management Systems, Khanna Publishing House, New Delhi (AICTE Recommended Textbook – 2018)

**Suggested Reference Books:**

1. R. Elmasri and S. Navathe: Fundamentals of Database Systems, Pearson Education
2. Serge Abiteboul, Richard Hull, Victor Vianu, Addison-Wesley Foundations of Databases

<b>Course: SOCIETY CULTURE AND HUMAN BEHAVIOUR</b>	
<b>Course Code: AEC 401</b>	<b>Semester: IV</b>
<b>Course Category: Ability Enhancement Course</b>	<b>MaximumMarks:100</b>

<b>Teaching Scheme</b>	<b>Examination Scheme</b>
Lecture: 2	End semester Exam:70
Tutorial: 0	Attendance:5
Practical: 0	ContinuousAssessment:25
Credit: 2	Practical/Seasonal internal continuous evaluation:0
	Practical/Seasonal external examination:0

SN	Cognitive Abilities	Course Outcome
AEC 401.1	Remembering	<b>Identify</b> the fundamental concepts and familiarize with key terms such as society, culture, norms, values, and roles.
AEC 401.2	Understanding	<b>Understand</b> the structure and function of major social institutions such as family, education, religion, economy, and government.
AEC 401.3	Applying	<b>Apply</b> sociological and anthropological concepts to analyze contemporary social issues and problems.
AEC 401.4	Analysing	<b>Analyze</b> the processes of cultural change, including diffusion, assimilation, and acculturation.
AEC 401.5	Evaluating	<b>Assess</b> the impact of social policies on different population groups.
AEC 401.6	Creating	<b>Develop</b> interest and evaluate the impact of globalization on local cultures and social practices

#### DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	<b>Indian Society:</b> Society and its types, Features of Tribal Society, Agrarian Society, Industrial Society.	<b>8</b>
M2	<b>Indian Culture:</b> Culture – Features, Characteristics and Diversity. Differences with Western Culture, Human Values, Values in Work Life, Value Crisis in Contemporary Indian Society.	<b>6</b>
M3	<b>Social Stratification:</b> Caste System, Class System, Communities, Ethnic Groups, Weaker Section and Minorities, Constitutional Provisions for Scheduled Castes, Scheduled Tribes and other Backward Classes.	<b>8</b>
M4	<b>Understanding Human Behaviour:</b> Nature, Meaning; Approaches for studying Human Behaviour: Behavioural Approach, Cognitive Approach, Psychoanalytic Approach	<b>8</b>
	<b>Total</b>	<b>30</b>

#### Suggested Text Books:

1. Nancy Lui: Psychology of Human Behavior: 5 Books in 1, IngramSpark
2. S. C. Dube: Indian Society, National Book Trust
3. Ahuja Ram: Society in India: Concepts, Theories and Recent Trends, Rawat Publication
4. J K Chopra: Indian Heritage and Culture, Unique Publisher

#### Suggested Reference Books:

1. Dr. H. O. Agarwal: Human Rights, Central Law Publications
2. Richard A. Kalish: Psychology of Human Behaviour, Brooks/Cole Publishing Co
3. Rajendra K. Sharma: Indian Society: Institutions and Change, Atlantic Publishers & Distributors (P) Ltd.

<b>Course: DATABASE MANAGEMENT WITH SQL – LAB</b>	
<b>Course Code: BBA 491</b>	<b>Semester: VI</b>
<b>Course Category: Minor</b>	<b>Maximum Marks: 100</b>

<b>Teaching Scheme</b>	<b>Examination Scheme</b>
Lecture: 0	End semester Exam: 0
Tutorial: 0	Attendance: 5
Practical: 2	Continuous Assessment: 0
Credit: 1	Practical/Seasonal internal continuous evaluation: 35
	Practical/Seasonal external examination: 60

SN	Cognitive Abilities	Course Outcome
BBA491.1	Remembering	<b>Identify</b> various concepts related to Database Management, SQL
BBA491.2	Understanding	<b>Explain</b> various concepts related to Database Management, SQL and their applications
BBA491.3	Applying	<b>Apply</b> different models of Database Management and SQL to solve related queries of users.
BBA491.4	Analysing	<b>Illustrate</b> the Database languages, models and SQL queries which can give the most effective results to the users.
BBA491.5	Evaluating	<b>Measuring</b> the determinants of different parts of the used Database System for the organization.
BBA491.6	Creating	<b>Formulation</b> of Database Management and SQL structure justifiable for real world problems.

#### DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	Introduction to Databases and SQL; Overview of Databases and DBMS; Basics of SQL: Data Definition Language (DDL) and Data Manipulation Language (DML) Creating, altering, and dropping tables Inserting, updating, and deleting records Understanding various SQL data types (INT, VARCHAR, DATE, etc.) Applying constraints: PRIMARY KEY, FOREIGN KEY, UNIQUE, NOT NULL, CHECK	10
M2	Writing basic SELECT statements Using WHERE clause for filtering data Sorting data with ORDER BY Using aggregate functions: COUNT, SUM, AVG, MAX, MIN Grouping data with GROUP BY and filtering groups with HAVING Understanding different types of joins: INNER JOIN, LEFT JOIN, RIGHT JOIN, FULL OUTER JOIN Writing subqueries and nested queries Creating and using indexes to optimize query performance Creating and managing views	10
M3	Understanding transactions and ACID properties Using COMMIT and ROLLBACK Understanding cursor and triggers Creating and managing triggers for automated actions Working on real-world case studies Developing a mini project using SQL and database concepts	10
	<b>Total</b>	<b>30</b>

**Suggested Text Books:**

1. Ramakrishnan, R. and J. Gehrke: Database Management Systems, McGrawHill, Company, Higher Education
2. Abraham Silberschatz, Henry F. Korth, S. Sudarshan: Database System Concepts, McGraw-Hill.
3. J. D. Ullman: Principles of Database and Knowledge – Base Systems, Computer Science Press.
4. R.P. Mahapatra: Database Management Systems, Khanna Publishing House, New Delhi (AICTE Recommended Textbook – 2018)

**Suggested Reference Books:**

1. R. Elmasri and S. Navathe: Fundamentals of Database Systems, Pearson Education
2. Serge Abiteboul, Richard Hull, Victor Vianu, Addison-Wesley Foundations of Databases

## 5<sup>th</sup> SEM

3 <sup>rd</sup> Year 5 <sup>th</sup> Semester								
Sl. No.	Category	Paper Code	Subject	Contact Hours/Week				Credit Point
				L	T	P	Total	
THEORY								
1	Major	BBA 501	Entrepreneurship Development	4	1	0	5	5
2	Major	BBA 502A	Sales & Distribution Management	3	1	0	4	4
		BBA 502B	Financial Markets, Institutions and Services	3	1	0	4	4
		BBA 502C	Industrial Relations	3	1	0	4	4
3	Major	BBA 503A	Consumer Behaviour	3	1	0	4	4
		BBA 503B	Elements of Taxation	3	1	0	4	4
		BBA 503C	Labour Laws	3	1	0	4	4
4	Minor	BBA 504	Cloud Computing	2	1	0	3	3
5	Minor	BBA 505	Graphic Design with PhotoShop & Illustrator	3	0	0	3	3
PRACTICAL								
6	Minor	BBA 591	Graphic Design with PhotoShop & Illustrator Lab	0	0	2	2	1
<b>Total of Theory, Practical and Mandatory Activities/Courses</b>				<b>15</b>	<b>4</b>	<b>2</b>	<b>21</b>	<b>20</b>

<b>Course: ENTREPRENEURSHIP DEVELOPMENT</b>	
<b>Course Code: BBA 501</b>	<b>Semester: V</b>
<b>Course Category: Major</b>	<b>Maximum Marks:100</b>

<b>Teaching Scheme</b>	<b>Examination Scheme</b>
Lecture: 4	End Semester Exam: 70
Tutorial: 1	Attendance: 5
Practical: 0	Continuous Assessment: 25
Credit: 5	Practical/Sessional internal continuous evaluation: 0
	Practical/Sessional external examination: 0

SN	Cognitive Abilities	Course Outcome
BBA 501.1	Remembering	<b>Remember</b> all basic concepts.
BBA 501.2	Understanding	<b>Understand</b> the concept of entrepreneurship and role of entrepreneur in economic development.
BBA 501.3	Applying	<b>Apply</b> various tools and techniques to solve real life problem.
BBA 501.4	Analysing	<b>Analyze</b> the scope and policies regarding entrepreneurship development in India.
BBA 501.5	Evaluating	<b>Take</b> critical decision for the benefit of the organization.
BBA 501.6	Creating	<b>Produce/develop</b> something new which is value addition to the common people.

#### DETAILED SYLLABUS

MODULE	NAME OF THE TOPIC	Hours
M1	<b>Introduction to Entrepreneurship:</b> Definition of Entrepreneur, Entrepreneurial Traits, Entrepreneur vs Manager, Decision making process in Entrepreneurship, Role of Entrepreneurship in Economic Development, Ethical and Social Responsibility, Opportunities in India	12
M2	<b>Entrepreneurial Behavior:</b> Entrepreneurial Motivation, Need for Achievement Theory, Risk Taking Behavior, Innovation & Entrepreneurship	6
M3	<b>Entrepreneurial Talent:</b> Characteristics of Entrepreneurs, Functions of Entrepreneurs, Entrepreneurial types	7
M4	<b>(a) Entrepreneurial Development in India:</b> History, Objectives, Stages of Growth, Target Group, Govt. Policy towards SSI <b>(b) Start-Ups &amp; Govt. Policy to encourage it, New Ventures, Industrial Park, SEZ, Financial &amp; Technical Assistance by Different Govt. Bodies (SIDBI, TCO, SSIDC)</b>	10
M5	<b>Entrepreneurial Strategy:</b> New Entry, Strategy at Entry Level, Risk Level Reduction Strategy,	5
M6	<b>Sick Industry:</b> Conceptual Framework for Detecting Sickness in SSI, Status & Dimensions of SSI, Symptoms for Detecting Sickness, Reasons for Sickness, Govt. Policy for Recovery from Sickness	5
M7	<b>Business Plan &amp; Case Studies:</b> Concept and Exercise	15
	<b>Total</b>	<b>60</b>

#### Suggested Text Books: -

1. Robert Hisrich, Micheal P. Peters, Dean A. Shepherd: Entrepreneurship, McGraw Hill Edu.
2. Arya Kumar: Entrepreneurship, Pearson
3. Lall & Sahani: Entrepreneurship, Excel Books
4. Chakravorty, Tridib: Introducing Entrepreneurship Development, Modern Book Agency
5. Manimala, M J: Entrepreneurial Policies & Strategies, TMH
6. S.S.Khanka: Entrepreneurial Development, S. Chand

#### Suggested Reference Books: -

1. Rajeev Roy: Entrepreneurship, Oxford

<b>Course: SALES &amp; DISTRIBUTION MANAGEMENT</b>	
<b>Course Code: BBA 502A</b>	<b>Semester: V</b>
<b>Course Category: Major</b>	<b>Maximum Marks:100</b>

<b>Teaching Scheme</b>	<b>Examination Scheme</b>
Lecture: 3	End Semester Exam: 70
Tutorial: 1	Attendance: 5
Practical: 0	Continuous Assessment: 25
Credit: 4	Practical/Sessional internal continuous evaluation: 0
	Practical/Sessional external examination: 0

SN	Cognitive Abilities	Course Outcome
BBA 502A.1	Remembering	<b>Remember</b> the fundamental concepts.
BBA 502A.2	Understanding	<b>Explain</b> the ideas.
BBA 502A.3	Applying	<b>Apply</b> the basic strategies in the field.
BBA 502A.4	Analysing	<b>Analyze</b> the situation in the concerned market (local/regional/national)
BBA 502A.5	Evaluating	<b>Take</b> the decision as per the situation.
BBA 502A.6	Creating	<b>Create</b> market space for the organization.

#### DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	<b>Personal Selling:</b> Nature & Importance, Functions of a Salesman, Personal selling as a career, Salesmanship and Qualities of a Salesman, Buying Decision Making Process, Types of Buying Situation, Buyer-Seller Dyads, Buying Motive & Selling Points	<b>10</b>
M2	<b>(a) Sales Management:</b> Market Potential, Sales Potential, Sales Forecasting & Budgeting, Approaches to Sales Forecasting, Sales Budget, Sales Quota <b>(b) Training &amp; Motivating Sales Force:</b> Managing the Sales Training Process, ACMEE Method, Motivating & Compensating Sales Force, Sales Territory	<b>10</b>
M3	<b>Theories of Selling:</b> AIDAS Theory, Buying Formula Theory	<b>6</b>
M4	<b>Selling Process:</b> Steps in Selling Process (Prospecting-Preapproach-Approach-Presentation-Handling Objections-Closing-Follow Up)	<b>12</b>
M5	<b>Distribution Channel &amp; Strategy:</b> Distribution/Trade Channel, Types of Intermediaries, Function of Trade Channel, Channel Design Decisions,	<b>6</b>
M6	<b>Integrated Logistics &amp; SCM:</b> Order to Payment Cycle, Inventory, Warehousing, Transportation	<b>6</b>
	<b>Total</b>	<b>50</b>

#### Suggested Text Books:-

1. Tapan K. Panda, Sunil Sahadev: Sales & Distribution Management Oxford University Press
2. Rajan Saxena: Marketing Management, TMH
3. Sahu P.K: Salesmanship & Sales Management, Vikash Publication
4. Venugopal P: Sales & Distribution Management, SAGE

#### Suggested Reference Books:-

1. Krishna K. Havaladar, Vasant M. Kavale: Sales & Distribution Management, McGrawHill

<b>Course: FINANCIAL MARKET, INSTITUTION AND SERVICES</b>	
<b>Course Code: BBA 502B</b>	<b>Semester: V</b>
<b>Course Category: Major</b>	<b>Maximum Marks: 100</b>

<b>Teaching Scheme</b>	<b>Examination Scheme</b>
Lecture: 3	End semester Exam: 70
Tutorial: 1	Attendance: 5
Practical: 0	Continuous Assessment: 25
Credit: 4	Practical/Seasonal internal continuous evaluation: 0
	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
BBA502B.1	Remembering	<b>Define</b> the structure and functions of different financial markets, including equity, debt, derivatives, and foreign exchange markets.
BBA502B.2	Understanding	<b>Understand</b> various financial instruments such as stocks, bonds, derivatives, and mutual funds, understanding their risk-return profiles
BBA502B.3	Applying	<b>Demonstrate</b> various issues in a financial market context and their significance from the perspective of business decision making.
BBA502B.4	Analysing	<b>Examine</b> the roles and operations of key financial institutions, including banks, insurance companies, mutual funds, pension funds, and non-bank financial institutions.
BBA502B.5	Evaluating	<b>Develop</b> real-world projects enabling them to apply financial concepts and tools in professional scenarios.
BBA502B.6	Creating	<b>Create</b> financial plan for a startup company. Propose innovative financial products or services to meet emerging market needs

#### DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	<b>Introduction:</b> An Introduction to Financial System, its Components – Financial Markets, and Institutions. Financial Intermediation. Coverage: Concept, Functions, and Components/Structure/Classification of Financial System. Financial System and Economic Development.	<b>5</b>
M2	<b>Money Market:</b> Definition, Money Market and Capital Market and their Features, Objectives, Features of a Developed Money Market, Importance of Money Market, Composition of Money Market, Money Market Instruments, Structure of Indian, Organization of Money Market, Role of central bank in money market.	<b>8</b>
M3	<b>Capital Market:</b> New Issue Market: Relationship between New IssuesMarket and Stock Exchange, Functions of New Issue Market, methods of floating of new Issues. Instruments of Capital Markets Secondary, Control Over Secondary Market, Listing of securities. Methods of Capital Issue in New Issues Market – Initial Public Offer (IPO), Right Issue, Follow on Public Offer (FPO), Private Placement, Qualified Institutional Placement (QIP), Offer For Sale (OFS). Indian Depository Receipt (IDR), American Depository Receipt (ADR), and Global Depository Receipt (GDR). Significance, Structure, Participants, and Instruments of Indian Debt Market. Depository (NSDL, CDSL). Primary and Secondary Markets –NSE, BSE, NIFTY, SENSEX. Description and Analytics Role of Stock Exchanges in India.	<b>10</b>

M4	<b>Financial Services Industry:</b> Introduction/Concept of Financial Services, and Types of Financial Services. Focus on fee based financial services only. Merchant Banking – pre and post issue management, underwriting. Regulatory framework relating to Merchant Banking in India. Underwriting: role and purpose of Underwriting. Regulatory Framework relating to Merchant Banking in India. Leasing - Coverage: Concepts and Types (Operating Lease Vs Financial Lease Only) of Leasing. Hire Purchase - Coverage: Concept, Difference between Hire Purchase and Instalments, Difference between Hire Purchase and Leasing. Consumer Finance - Coverage: Concept and Types of Consumer Finance/Credit Housing. Venture Capital Finance - Coverage: Concept, Features, and Types of Venture Capital Finance. Concept of private Equity. Factoring Services - Coverage: Concept, Functions, and Types of Factoring. Concept and Importance of Portfolio Management Services. Guidelines of SEBI for PMS schemes in India.	<b>12</b>
M5	<b>Credit Management and Credit Rating Agencies:</b> Concept - Functions - Different Credit Rating Agencies -Popular Symbols – SEBI & Credit Rating Credit cards – Business credits – NAV role in the economy. Regulatory Bodies in Financial Services:SEBI – RBI – IRDA – AMFI	<b>5</b>
M6	<b>Financial Services Intuition:</b> Insurance Regulatory and Development Authority (IRDA) – Duties, Powers, and Functions; Life Insurance Corporation of India (LIC) – Overview, Objectives, and Role; General Insurance Corporation of India (GIC) – Overview, Objectives, and Functions. Mutual Funds – Introduction and their role in capital market development. Types of mutual fund schemes (open ended vs close ended, Equity, Debt, Hybrid schemes and ETFs. Non -banking financial companies (NBFCs). Coverage: Concept/Overview and Classification/Types of NBFCs	<b>10</b>
	<b>Total</b>	<b>50</b>

#### **Suggested text book**

1. Pathak, Bharati: Indian Financial System, Pearson.
2. Khan, M.Y.: Indian Financial System, McGraw-Hill Education.
3. Clifford Gomez: Financial Markets, Institutions and Financial Services, PHI Learning
4. Singh, J.K: Venture Capital Financing in India, Dhanpat Rai and Company, New Delhi.

#### **Suggested Reference book**

1. Madura: Financial Institutions and Markets, Cengage.
2. Mishkin: Financial Markets and Institutions, Pearson.
3. Financial Markets Institutions and Financial Services by Taxman
4. Dr. S Guruswamy: Merchant Banking and Financial Services
5. Dr.S Guruswamy: Financial Markets and Institutions

<b>Course: INDUSTRIAL RELATIONS</b>	
<b>Course Code: BBA 502C</b>	<b>Semester: V</b>
<b>Course Category: Major</b>	<b>Maximum Marks: 100</b>

<b>Teaching Scheme</b>	<b>Examination Scheme</b>
Lecture: 3	End semester Exam: 70
Tutorial: 1	Attendance: 5
Practical: 0	Continuous Assessment: 25
Credit: 4	Practical/Seasonal internal continuous evaluation: 0
	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
BBA 502C.1	Remembering	<b>Enumerate</b> the key concepts of subject matter.
BBA 502C.2	Understanding	<b>Describe</b> the key aspects of Industrial relation in the country.
BBA 502C.3	Applying	<b>Apply</b> the provisions and legislations of Industrial Relations to the variety of real-world organization and resolve the dispute.
BBA 502C.4	Analysing	<b>Examine</b> the concepts of Industrial Relations.
BBA 502C.5	Evaluating	<b>Evaluate</b> the conditions of labour and organization in context of Industrial Relations.
BBA 502C.6	Creating	<b>Elaborate</b> upon the perspective of an organization with respect to Grievance and Discipline, Dispute, Collective Bargaining, Trade Unionism and Employee Participation and Empowerment

#### DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	<b>Industrial Relations:</b> Overview, importance, Approaches to IR, Parties to IR, System Model of IR, Industrial Employees of India, Problems of Industrial Workers (absenteeism, commitment, Work Ethics), Contemporary and emerging issues in Employee Relations, Silent Provisions of Industrial Disputes Act.	<b>10</b>
M2	<b>Employee Discipline:</b> Types, Misconduct, Disciplinary Action, Disciplinary Enquiry and Procedures, Grievance Handling and Redressal. Salient provisions of Industrial Employment (Standing Orders) Act, 1946	<b>10</b>
M3	<b>Collective Bargaining:</b> Theories, Prerequisites, Process, Negotiating Skills and Strategies, Agreement – content, Validity, Implementation, Productivity Bargaining, Growth of Collective Bargaining in India	<b>10</b>
M4	<b>Trade Unionism in India:</b> Introduction, Trade Unions, Reasons for Joining Trade Unions, Types and Functions of Trade Unions, Type of Trade Union Agitations, Trade Unions in India and its Problems, Employers' Organizations in India. Salient features of Trade Unions Act, 1926, Managerial Associations. Trade Unions Act, 1926.	<b>10</b>
M5	<b>Employee Participation and Empowerment:</b> Advantages, Employee Participation in India- WPM, EPM, Quality Circles	<b>10</b>
	<b>Total</b>	<b>50</b>

**Suggested Text Books:**

1. A. Monappa: Industrial Relations in India, Tata McGraw Hill
2. C.B. Memoria and S. Memoria: Dynamics of Industrial Relations in India, Himalaya.
3. V.S.P. Rao: Human Resources Management: Text & Cases, Excel Books.
4. G. Dessler: Human Resource Management, Pearson.
5. D. Yoder: Personnel Management and Industrial Relations, Prentice Hall.

**Suggested Reference Books:**

1. J. H. Richardson: An Introduction to the study of Industrial Relations, George Allen.
2. R.A. Lester: Labour and Industrial Relations, MacMillan.

<b>Course: CONSUMER BEHAVIOUR</b>	
<b>Course Code: BBA 503A</b>	<b>Semester: V</b>
<b>Course Category: Major</b>	<b>Maximum Marks: 100</b>

<b>Teaching Scheme</b>	<b>Examination Scheme</b>
Lecture: 3	End semester Exam: 70
Tutorial: 1	Attendance: 5
Practical: 0	Continuous Assessment: 25
Credit: 4	Practical/Seasonal internal continuous evaluation: 0
	Practical/Seasonal external examination: 100

SN	Cognitive Abilities	Course Outcome
BBA503A.1	Remembering	<b>Recall</b> the strategies used within each of the marketing mixes
BBA503A.2	Understanding	<b>Understand</b> the theories and concepts of Buyer Behaviour
BBA503A.3	Applying	<b>Apply</b> buyer behaviour concepts in the context of what customers do in “the real world”
BBA503A.4	Analysing	<b>Analyse</b> consumer behaviour concepts to develop better marketing programs and strategies to influence those behaviour
BBA503A.5	Evaluating	<b>Criticize</b> best practices for responsible marketing and how to manage marketing efforts

#### DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	<b>Introduction to Consumer Behaviour and Consumer Research:</b> Introduction, Consumer Behaviour – Definition, Consumer and Customers, Buyers and Users, Organisations as Buyers, Development of Marketing Concept, Consumer Behaviour and its Applications in Marketing, Consumer Research Process.	<b>6</b>
M2	<b>Marketing Segmentation and Positioning:</b> Introduction, Requirements for Effective Segmentation, Bases for Segmentation, Determining How Many Segments to Enter, Product Positioning: An Introduction, Positioning Strategy, Positioning Approaches, Positioning.	<b>6</b>
M3	<b>Consumer Motivation:</b> Introduction, Needs and Goals, motivational Conflict, Motive Arousal, Motivational Theories, Maslow’s hierarchy of needs, Motivation Research.	<b>6</b>
M4	<b>Consumer Personality and Perception:</b> Introduction, Self- concept, personality Theories, Brand Personality, emotions, Introduction, Sensation (Exposure to Stimuli), Perceptual Selection, Perceptual Organisation, Factors that Distort Individual Perception.	<b>6</b>
M5	<b>Consumer Learning, Memory and Involvement:</b> Introduction, Components of Learning, Behavioral Theory, Cognitive Learning Theory, Concept of Involvement, Dimensions of Involvement.	<b>6</b>
M6	<b>Consumer Attitudes:</b> Introduction, Functions of Attitude, Attitude Models, Factors that Inhibit Relationship between Beliefs, Feelings and Behaviour, Learning Attitudes, Changing Attitudes, Attitude Change Strategies.	<b>6</b>

M7	<b>Social Class and Group Influences on Consumer Behaviour:</b> Introduction, nature of Social Class, Social Class Categories, Money and Other Status Symbols, Source of Group Influences, Types of Reference Groups, Nature of Reference Groups, reference Group Influences, Applications of Reference Group Influences, Family Life Cycle Stages, Husband-wife Influences, Parent-child Influences, Consumer Socialization of Children, word-of-Mouth Communications within Groups, opinion Leadership.	<b>8</b>
M8	<b>Consumer Decision-making Process:</b> Problem Recognition, Information Search and Evaluation of Alternatives; Introduction, Problem Recognition, Information Search, Evaluation of Alternatives, Outlet Selection, Purchase and Post Purchase Behaviour, Introduction, Outlet Selection and Purchase, Post Purchase Behaviour.	<b>6</b>
	<b>Total</b>	<b>50</b>

**Suggested Text Books:**

1. Rajneesh Krishna: Consumer Behaviour 1st Edition: Oxford HED
2. Batra, Kazmi: Consumer Behavior, Excel Books
3. Suja R. Nair: Consumer Behavior In Indian Perspective, Himalaya Publishing House.
4. Das Gupta. Consumer behavior, Wiley
5. Sheth Mittal, Consumer Behavior- A Managerial Perspective, Thomson Asia.
6. Assel, Consumer Behavior - A Strategic Approach, Biztranza

**Suggested Reference Books:**

1. Leon Schiffman, Leslie Kanuk, S. Ramesh Kumar: Consumer Behavior, Pearson.
2. Hawkins, Mothersbaugh: Consumer Behavior, Tata McGraw Hill
3. Paul Peter et al.: Consumer Behavior and Marketing Strategy, Tata McGraw Hill.

<b>Course: ELEMENT OF TAXATION</b>	
<b>Course Code: BBA 503B</b>	<b>Semester: V</b>
<b>Course Category: Major</b>	<b>Maximum Marks: 100</b>

<b>Teaching Scheme</b>	<b>Examination Scheme</b>
Lecture: 3	End semester Exam: 70
Tutorial: 1	Attendance: 5
Practical: 0	Continuous Assessment: 25
Credit: 4	Practical/Seasonal internal continuous evaluation: 0
	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
BBA503B.1	Remembering	<b>Define</b> the concept, nature, scope of Direct and Indirect Taxation.
BBA503B.2	Understanding	<b>Explain</b> the key concept of Capital Receipts, Revenue Receipts, Residential Status and <b>Comparison</b> between Direct and Indirect Taxation.
BBA503B.3	Applying	<b>Show</b> the five heads of income, supply, charges, levy, exemption, ITC, computation, registration under GST and Custom Duty.
BBA503B.4	Analysing	<b>Illustrate</b> the valuation, refund and payment under GST and Custom Duty.
BBA503B.5	Evaluating	<b>Assessing</b> the TDS, TCS, deductions from total income and Gross total income.
BBA503B.6	Creating	<b>Formulation</b> of strategy for Tax Management to avoid Tax Evasion.

#### DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
<b>Section-A- Direct Taxation</b>		
M1	<b>Introduction: -</b> <ul style="list-style-type: none"> <li>• Basic Concept, Basis of Charges and Capital &amp; Revenue Receipts.</li> <li>• Residential Status and Scope of Total Income</li> <li>• Income which do not part of Total Income.</li> </ul>	<b>2</b>
M2	<b>Heads of Income: -</b> <ul style="list-style-type: none"> <li>• Income from Salaries</li> <li>• Income from House Property</li> <li>• Profit and Gains of Business or Profession.</li> <li>• Capital Gains</li> <li>• Income from Other Sources</li> </ul>	<b>18</b>
M3	<b>Deductions and Assessment Procedure: -</b> <ul style="list-style-type: none"> <li>• Agricultural Income, Set-off and carry Forward of Losses.</li> <li>• Deductions from Gross Total Income.</li> <li>• Computation of Total Income and Tax Payable.</li> <li>• Advance Tax, Tax Deduction at Sources and Introduction to Tax Collection at Sources.</li> </ul>	<b>7</b>

<b>Section-B- Indirect Taxation</b>		
M4	<b>Introduction: -</b> <ul style="list-style-type: none"> <li>• Concept, Features and Background of Indirect Taxation.</li> <li>• Difference between Direct Taxation and Indirect Taxation.</li> </ul>	<b>2</b>
M5	<b>Goods and Service Tax Laws:</b> <ul style="list-style-type: none"> <li>• Introduction to GST Law.</li> <li>• Supply under GST, Charges of GST and Exemption from GST.</li> <li>• Place, Time and Value of Supply.</li> <li>• Input Tax Credit.</li> <li>• Computation of GST Liability.</li> <li>• Registration.</li> <li>• Tax Invoice – e-Way Bill.</li> <li>• Returns and Payment of Tax.</li> </ul>	<b>18</b>
M6	<b>Custom Law:</b> <ul style="list-style-type: none"> <li>• Introduction to Custom Law</li> <li>• Levy and Exemptions.</li> <li>• Types of Duty.</li> <li>• Valuation under Custom Act 1962.</li> <li>• Importation, Exportation and Transportation of Goods.</li> <li>• Warehousing.</li> <li>• Duty Drawback.</li> <li>• Refund</li> </ul>	<b>8</b>
<b>Total</b>		<b>55</b>

**Suggested Readings:**

1. Dr. Vinod K Singhania and Dr. Monica Singhania: Students' Guide to Income Tax Including GST, Taxmann's
2. T.N Manoharan & G.R Hari: Students Handbook on Taxation (Includes Income Tax and GST), Snow White.
3. Raj K Agarwal: Hand Book on Income Tax, Bharat Law House.
4. V.S Datey: GST Ready Reckoner, Taxmann's
5. Dr. Vinod K Singhania: Students' Guide to GST & Customs Law, Taxmann's

**Suggested Reference book:**

1. Dr. Girish Ahuja & Dr. Ravi Gupta: Systemetic Approach to Direct & Indirect Taxation, Commercial Law Publishers (India) Pvt. Ltd.
2. Dr. H.C Mehrotra: Direct Tax Law & Practice including GST, Sathiya Bhawan Publications.

<b>Course: LABOUR LAWS</b>	
<b>Course Code: BBA 503C</b>	<b>Semester: V</b>
<b>Course Category: Major</b>	<b>MaximumMarks:100</b>

<b>Teaching Scheme</b>	<b>Examination Scheme</b>
Lecture: 3	End semester Exam:70
Tutorial: 1	Attendance:5
Practical: 0	ContinuousAssessment:25
Credit: 4	Practical/Seasonal internal continuous evaluation:0
	Practical/Seasonal external examination:0

Sl. No.	Cognitive Abilities	Course Outcome
BBA 503 C.1	Remembering	<b>Identify</b> the fundamental principles, key concepts, and terminology of labour laws.
BBA 503 C.2	Understanding	<b>Familiarize</b> with the main sources of labour laws, including statutes, case law, and international conventions.
BBA 503 C.3	Applying	<b>Integrate</b> the knowledge of Labour Law in General HRD Practice.
BBA 503 C.4	Analysing	<b>Develop</b> implementation skills of various Industrial and labour laws.
BBA 503 C.5	Evaluating	<b>Examine</b> case studies on discrimination and apply relevant legal principles to hypothetical scenarios.
BBA 503 C.6	Creating	<b>Critically Analyze</b> current labor law policies and <b>Propose</b> evidence-based reforms for the betterment of an organization.

#### DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	<b>Industrial Revolution and Development of Labour Laws:</b> Industrial Revolution in India – Causes & it's impact, Significance of Industrial Relations, Industrial Peace and Industrial Harmony, Concept of 'Collective Bargaining', Recent Development in Labour Codes.	<b>8</b>
M2	<b>Trade unions act, 1926:</b> Nature, scope & object of the act, Registration of trade unions, Cancellation & dissolution of trade union, Rights & liabilities of registered trade unions.	<b>7</b>
M3	<b>Industrial Dispute Act, 1947:</b> Nature, Scope & Objectives of the Act, Important Definitions –Industrial Disputes, Award & Settlement, Settlement Authorities of Industrial Disputes, Procedure, Powers and Duties of Settlement Authorities	<b>8</b>
M4	<b>Payment of Wages Act, 1936:</b> Nature, Scope & Object of the Act, Payment of Wages and Deductions from Wages, Authorities under the Act, Penalty & Trial Procedure.	<b>7</b>
M5	<b>Employees Provident Fund Act, 1952:</b> Definitions of Pension fund, Pension Scheme, Superannuation, Employees' Pension Fund Scheme and Fund, Employees Provident Fund Scheme, Employees Deposit Linked Insurance Scheme. Determination and Recovery of money due from employer, Penalties under the Act.	<b>10</b>

M6	<b>The Maternity Benefit Act, 1961:</b> Objective, Coverage, Benefits, penalties The Employees' State Insurance Act, 1948: objective, scope, coverage, benefits, The role of ESI Corporation and ESI Hospitals.	<b>10</b>
	<b>Total</b>	<b>50</b>

**Suggested Text Books:**

1. K. C. Garg, Mukesh Sharma and V.K Sareen: Commercial and Labour Laws, Kalyani Publishers.
2. Dr. Parul Gupta: Taxmann's Industrial Relations & Labour Law for Managers, Taxmann Publications Private Limited
3. R. Sharma: Industrial relations and labour legislation. PHI Learning Pvt.
4. Reshma Arora: Labour Law, Himalaya Publication House.
5. P.L. Malik: Handbook of Labour and Industrial Law, SCC Editorial
6. H L Kumar: Practical Guide to Labour Management, Universal Law Publishing

**Suggested Reference Books:**

1. A.S. Mathur: Labour Policy and Industrial Relations in India
2. Avtar Singh: Introduction to Labour & Industrial Law
3. S. N. Mishra: Labour & Industrial Laws, Central Law Publications
4. Dr. T Padma, K. P. C. Rao: The Principles of Labour Law – I, Alt Publications

<b>Course: CLOUD COMPUTING</b>	
<b>Course Code: BBA 504</b>	<b>Semester: V</b>
<b>Course Category: Minor</b>	<b>MaximumMarks:100</b>

<b>Teaching Scheme</b>	<b>Examination Scheme</b>
Lecture: 2	End semester Exam:70
Tutorial: 1	Attendance:5
Practical: 0	ContinuousAssessment:25
Credit: 3	Practical/Seasonal internal continuous evaluation:0
	Practical/Seasonal external examination:0

Sl. No.	Cognitive Abilities	Course Outcome
BBA 504.1	Remembering	<b>Identify</b> the fundamental concepts and terminology of cloud computing.
BBA 504.2	Understanding	<b>Explain</b> the core principles and models of cloud computing.
BBA 504.3	Applying	<b>Demonstrate</b> the ability to use cloud services and tools
BBA 504.4	Analysing	<b>Organizing</b> the requirements and select appropriate cloud solutions for specific business needs.
BBA 504.5	Evaluating	<b>Rating</b> the performance, security, and cost-efficiency of cloud solutions.
BBA 504.6	Creating	<b>Managing</b> a cloud-based solution to solve a complex problem.

#### DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	<p><b>Cloud:</b> Definition; Cloud Types – NIST model, Cloud Cube model, Deployment models (Public, Private, Hybrid and Community Clouds),</p> <p><b>Cloud Computing:</b> Definition, Evaluation, Benefits, Types, Characteristics</p> <p><b>SaaS:</b> Basic concept and characteristics, Open SaaS and SOA, examples of SaaS platform Identity as a Service (IDaaS) Compliance as a Service (CaaS)</p>	12
M2	<p><b>Platforms:</b> Use of Platforms in Cloud Computing; Concepts of Abstraction and Virtualization technologies; Types of virtualizations; Mention of The Google Cloud as an example of use of load balancing Hypervisors; Porting of applications in the Cloud; Use of PaaS Application frameworks, Discussion of Google Applications Portfolio; Windows Azure platform; Overview of Windows Azure App Fabric; Content Delivery Network; Windows Live services</p>	15
M3	<p><b>Infrastructure:</b> Introduction of Cloud Infrastructure; Cloud Management, Lifecycle management of cloud services (six stages of lifecycle); Concepts of Cloud Security; Overview of security mapping Security of data</p>	10
M4	<p><b>Services:</b> Concepts of Services and Applications; Service Oriented Architecture; Applications in the Cloud; Cloud-based Storage; Webmail Services</p>	8
	<b>Total</b>	<b>45</b>

**Suggested Text Books:**

1. Barrie Sosinsky: Cloud Computing Bible, Wiley India Pvt. Ltd.
2. Rajkumar Buyya: Mastering Cloud Computing, McGraw Hill Edu. (India) Private Limited
3. Anthony T. Velte: Cloud Computing: A practical approach, Tata McGraw-Hill
4. Miller: Cloud Computing, Pearson

**Suggested Reference Books:**

1. Moyer: Building applications in Cloud: Concept, Patterns and Projects, Pearson
2. Dr. Kumar Saurabh: Cloud Computing, Wiley India

<b>Course: GRAPHIC DESIGN WITH PHOTOSHOP &amp; ILLUSTRATOR</b>	
<b>Course Code: BBA 505</b>	<b>Semester: V</b>
<b>Course Category: Minor</b>	<b>Maximum Marks: 100</b>

<b>Teaching Scheme</b>	<b>Examination Scheme</b>
Lecture: 3	End semester Exam: 70
Tutorial: 0	Attendance: 5
Practical: 0	Continuous Assessment: 25
Credit: 3	Practical/Seasonal internal continuous evaluation: 0
	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
BBA505.1	Remembering	<b>Recall</b> the concept of graphic designing, its essentials and various tools used for designing
BBA505.2	Understanding	<b>Understand</b> the principles and process of designing
BBA505.3	Applying	<b>Navigate</b> the Photoshop Interface and Illustrator Workspace for visually appealing and readable designs
BBA505.4	Analysing	<b>Differentiate</b> among the ethical and non-ethical side in a graphic design.

#### DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	<b>Introduction to Graphic Design:</b> Concept; Types of graphics; Software used for graphics designing; Ethical and Non-Ethical side of graphic design; Copyright law; Responsibility of the designer, Application of graphic; Career and Opportunities as graphic designer	<b>5</b>
M2	<b>Graphic Designing Essentials:</b> Introduction to Drawing; Types and Virtues of Drawings; Importance of Colour; Colour Theories; RGB and CMYK Model; Fundamentals of Visual Compositions; Typography; Designing Principles	<b>10</b>
M3	<b>Photoshop:</b> Photoshop Interface; Raster graphics & vector graphics, Image formats, Operations on image; Menus and Tools; Application of Photoshop	<b>15</b>
M4	<b>Illustrator:</b> Workspace; Understanding the work environment; Menus and Tools; Opportunities for Illustrator designer; Application of Illustrator	<b>15</b>
	<b>Total</b>	<b>45</b>

#### Suggested Text Books:

1. Adobe Creative Team. (2012). Adobe Photoshop CS6 Classroom in a Book. California: Adobe Press
2. Evans, Poppy, Sherin Aaris: The Graphic Design: Reference & Specification Book, US: Rockport Publishers.
3. Ellen, Phillips & Jennifer, C. P.: Graphic Design: The New Basics, UK: Princeton Architectural Press
4. The story of Graphic Design, NCERT Publications.

#### Suggested Reference Books:

1. David, Dabner, Sanra, Stewart & Eric, Zempol: Graphic Design Shool. Thames & Hudson

<b>Course: GRAPHIC DESIGN WITH PHOTOSHOP &amp; ILLUSTRATOR - LAB</b>	
<b>Course Code: BBA 591</b>	<b>Semester: V</b>
<b>Course Category: Minor</b>	<b>Maximum Marks: 100</b>

<b>Teaching Scheme</b>	<b>Examination Scheme</b>
Lecture: 0	End semester Exam: 0
Tutorial: 0	Attendance: 5
Practical: 2	Continuous Assessment: 0
Credit: 1	Practical/Seasonal internal continuous evaluation: 35
	Practical/Seasonal external examination: 60

SN	Cognitive Abilities	Course Outcome
BBA591.1	Remembering	<b>Identify</b> the essentials and tools of graphic designing software
BBA591.2	Understanding	<b>Explain</b> the functioning of graphic designing software
BBA591.3	Applying	<b>Gain proficiency</b> in industry-standard graphic design software such as Photoshop and Illustrator and their relevant tools so that to use them effectively to create various types of designs
BBA591.4	Analysing	<b>Acquire</b> skills in designing for both print and digital platforms, considering the specific requirements and constraints of each medium
BBA591.5	Evaluating	<b>Compare</b> the elements of drawing and designing created using graphic designing tools.
BBA591.6	Creating	<b>Compile</b> a strong portfolio showcasing a variety of design projects that demonstrate skills, creativity, and versatility

#### DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	<b>Graphic Designing with Photoshop:</b> i) Installation; ii) Creating a new document-Size, Color Mode, Resolution; iii) File, Edit, Image, Layer Menu; iv) Select, Filter, View, Window Menu; v) Layer, Layer Style and Alignment; vi) Typographic Basic, Character & Paragraph, Working with Blending Option vii) Working with Pen Tool and Path Palette viii) Working with Selection ix) Coloring and Painting x) Basic Image Editing, Retouching and Correcting	<b>10</b>
M2	<b>Graphic Designing with Illustrator:</b> i) File, Edit, Object; ii) Type Menu, Select & Swatch Palette; iii) Effect, View & Window Menu; iv) Working With Layer & Transparency Palette; v) Typographic Basic; vi) Working With Pen tool & Pathfinder Palette; vii) Working With Selection and Rectangle, Shape builders & Free Transform Tool; viii) Working With Brush, Mesh tool & Symbols; ix) Working the basic tools;	<b>10</b>
M3	<b>Project:</b> <b>Photoshop:</b> Business Card/Id Card; Flyer and Preview Mockup; Web Header;	<b>10</b>

	Facebook Timeline; Web Banner <b>Illustrator:</b> Business Card/Id Card; Flyer; Logo and Icon; Presentation Folder; Web Banner	
	<b>Total</b>	<b>30</b>

**Suggested Text Books:**

1. Adobe Creative Team. (2012). Adobe Photoshop CS6 Classroom in a Book. California: Adobe Press
2. Evans, Poppy, Sherin Aaris: The Graphic Design: Reference & Specification Book, US: Rockport Publishers.
3. Ellen, Phillips & Jennifer, C. P.: Graphic Design: The New Basics, UK: Princeton Architectural Press
4. The story of Graphic Design, NCERT Publications.

**Suggested Reference Books:**

1. David, Dabner, Sanra, Stewart & Eric, Zempol: Graphic Design Shool. Thames & Hudson

## 6<sup>th</sup> SEM

4 <sup>th</sup> Year 6 <sup>th</sup> Semester								
Sl. No.	Category	Paper Code	Subject	Contact Hours/Week				Credit Point
				L	T	P	Total	
THEORY								
1	Major	BBA 601	Business Research Methods	3	1	0	4	4 <span style="color: red;">5</span>
2	Major	BBA 602	Project Management	3	1	0	4	4
3	Major	BBA 603	Data Analytics Skills for Manager	3	1	0	4	4 <span style="color: red;">5</span>
4	Minor	BBA 604 <span style="color: red;">(MIC601A/B)</span>	Web Development with HTML and CSS <span style="color: red;">(Web Development with HTML and CSS/ Data Mining &amp; Data Warehousing)</span>	3	0	0	3	3 <span style="color: red;">4</span>
5	Minor	BBA 605 <span style="color: red;">(MIC502A/B)</span>	E-commerce and Application <span style="color: red;">(Shifted from Sem 5)</span>	2	1	0	3	3
PRACTICAL								
6	Major	BBA 691	Business Research Method Lab <span style="color: red;">(Not Available in MAKAUT)</span>	0	0	2	2	1
7	Minor	BBA 692	Web Development with HTML and CSS Lab <span style="color: red;">(Not Available in MAKAUT)</span>	0	0	2	2	1
<b>Total of Theory, Practical and Mandatory Activities/Courses</b>				<b>14</b>	<b>4</b>	<b>4</b>	<b>22</b>	<b>20</b> <span style="color: red;"><b>22</b></span>

In MAKAUT, Course Codes are not given for Major Courses in Sem 6

Business Research Methods – This course was given in MAKAUT as 5 Credit Theory. Here this course is divided into two courses

- a) Business Research Methods (4 Credit; 3 Theory + 1 Tutorial)
- b) Business Research Methods Lab (1 Credit; 2 Practical)

MIC502A/B: E-commerce and Application (4 credits) – This course is shifted from Sem 5

MIC601A/B: Web Development with HTML and CSS – This course was given in MAKAUT as 2 Credit Theory and 2 Credit Practical. Here this course is divided into two courses

- c) Web Development with HTML and CSS (3 Credit; 3 Theory)
- d) Web Development with HTML and CSS Lab (1 Credit; 2 Practical)

MIC602A/B: Internet and Networking /ERP (4 credits) – This course is removed

In MAKAUT, Detailed syllabus for any course from Sem 4 to Sem 8 is not given.

<b>Course: BUSINESS RESEARCH METHODS</b>	
<b>Course Code: BBA 601</b>	<b>Semester: VI</b>
<b>Course Category: Major</b>	<b>Maximum Marks: 100</b>

<b>Teaching Scheme</b>	<b>Examination Scheme</b>
Lecture: 3	End semester Exam: 70
Tutorial: 1	Attendance: 5
Practical: 0	Continuous Assessment: 25
Credit: 4	Practical/Seasonal internal continuous evaluation: 0
	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
BBA601.1	Remembering	<b>Retrieve</b> the research methodology and the technique of defining a research problem.
BBA601.2	Understanding	<b>Understand</b> relevant scaling & measurement techniques and should use appropriate sampling techniques.
BBA601.3	Applying	<b>Apply</b> relevant research technique to achieve a conclusion of a specified research problem.
BBA601.4	Analysing	<b>Organize</b> and conduct research in a more appropriate manner.
BBA601.5	Evaluating	<b>Evaluate</b> statistical analysis which includes various research technique.
BBA601.6	Creating	<b>Create</b> research report and dissertation.

#### DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	<b>Meaning, scope and significance of social research:</b> Types of Research: (a) Pure and Applied, (b) Exploratory, Descriptive, (c) Experimental; Steps in Social Research & types Conceptualization and Formulation of Hypothesis. Concept of scaling and measurement techniques.	8
M2	<b>Literature Review:</b> Concept, necessity, research gap, reference, and plagiarism. Scientific Study of Social Phenomena: (a) The Scientific Method, Logic in Social Science, (b) Objectivity and Subjectivity in Social Science, (c) Positivism and Empiricism. Methods of research: (a) Quantitative and Qualitative (Characteristics and Differences Sources of Data: Primary & Secondary.	8
M3	<b>Techniques of Data Collection:</b> (a) Survey, (b) Observation, (c) Questionnaire & Scheduled, (d) Interview, (e) Case Study.	7
M4	<b>Sampling &amp; Sampling Design:</b> Types, Advantages and Limitations.	6
M5	<b>Classification &amp; presentation of Data:</b> (a) Coding, Tables, Graphs, (b) Measures of Central Tendency & Dispersion.	7
M6	<b>Hypothesis Testing:</b> Definition, Concepts, Types of hypothesis, Test Statistics, Critical Value, Decision Rule, Procedure, Hypothesis testing for mean, proportion etc.	8
M7	<b>Data Ethics &amp; Report Writing:</b> Concept, business benefits, Principles, ethical use of algorithms, steps to write a research report.	6
	<b>Total</b>	<b>50</b>

#### Suggested Text Books:

1. C.R. Kothari: Research Methodology – Methods and Techniques, New Age International Ltd.
2. Naresh K Malhotra and Satyabhushan Das: Marketing Research-An Applied Orientation, Pearson.
3. P. Mishra: Business Research Methods, Oxford University Press.

4. C. Murthy: Research Methodology, Vrinda Publications.
5. Saunders: Business Research Methods, Pearson.
6. R.K. Verma and Gopal Verma: Research Methodology, Common Wealth Publications. Rao

**Suggested Reference Books:**

1. D.R. Cooper and P.S. Schindler: Business Research Methods, Tata McGraw –Hill.
2. W.G. Emory: Business Research Methods, Richard D.Irwin.
3. McBurney, Research Methods, Thomson Learning.

<b>Course: PROJECT MANAGEMENT</b>	
<b>Course Code: BBA 602</b>	<b>Semester: VI</b>
<b>Course Category: Major</b>	<b>Maximum Marks: 100</b>

<b>Teaching Scheme</b>	<b>Examination Scheme</b>
Lecture: 3	End semester Exam: 70
Tutorial: 1	Attendance: 5
Practical: 0	Continuous Assessment: 25
Credit: 4	Practical/Seasonal internal continuous evaluation: 0
	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
BBA602.1	Remembering	<b>Identify</b> the elements of project and project management
BBA602.2	Understanding	<b>Explain</b> about the project and their linkage with productivity and competitiveness.
BBA602.3	Applying	<b>Apply</b> the dimension of project management in solving and executing a project.
BBA602.4	Analysing	<b>Examine</b> the procedure adopted for dimensions of project management
BBA602.5	Evaluating	<b>Evaluate</b> a project report and key performance indicators of projects
BBA602.6	Creating	<b>Design</b> dashboards for Project Scheduling and Develop and Execute a Project covering areas like Scope, Cost, Resource and Team Management in manufacturing and services organizations.

#### DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	<b>Introduction to Project Management:</b> Project and its characteristics; Importance of Project Management; Relationship of Project and Operations; Project Life Cycle; Project Management Knowledge Area; Skills, Competencies and Roles of Project Manager.	<b>10</b>
M2	<b>Project Feasibility:</b> Screening of the Project, Detailed Feasibility Study Reports  <b>Project Environment and Organization System:</b> EEF and OPA; Organizational System; Influence of Organizational Structures on project; Project Management Office (PMO)	<b>5</b>
M3	<b>Project Integration Management:</b> Key Aspects of Project Integration Management; Project Charter, Project Management Plan and Project Documents; Trends and Modern Practices of Project Integration Management	<b>5</b>
M4	<b>Project Scope Management:</b> Concept of Project Scope, Collection of Information, Definition of Scope, WBS, Validation of Scope, Controlling of Scope	<b>5</b>
M5	<b>Project Schedule Management:</b> Project Scheduling Method; Sequencing Activities (Precedence Diagramming Method); Gantt Chart; Network Diagram: CPM, PERT; Crashing and Resource Optimization; Problems; Scheduling in MS-Project	<b>10</b>
M6	<b>Project Cost Management:</b> Estimation of Project Cost; Capital Budgeting –	<b>10</b>

	Tools and Technique; Problems	
M7	<p><b>Project Resource Management:</b> Concept; RACI; Team Type and Team Building; Conflict Management for Team; Communication Management for Team</p> <p><b>Project Risk Management:</b> Types of Project Risks; Identification of Risks; Risks Mitigation Strategies</p>	<b>10</b>
	<b>Total</b>	<b>55</b>

**Suggested Text Books:**

1. K.Nagarajan: Project Management, New Age International Publications
2. Prasanna Chandra: Projects, Planning, Analysis, Selection, Financing, Implementation and Review, Tata McGraw Hill
3. Erik Larson and Clifford Gray: Project Management: The Managerial Process, Tata McGraw Hill
4. R. Lewis: Project Management, McGraw-Hill
5. Sitangshu Khatua: Project Management and Appraisal, Oxford

**Suggested Reference Books:**

1. PMBOK, PMI Publication
2. Horold Kerzner: Project Management: A System Approach to Planning, Scheduling and Controlling, Wiley.

<b>Course: DATA ANALYTICS SKILLS FOR MANAGER</b>	
<b>Course Code: BBA 603</b>	<b>Semester: VI</b>
<b>Course Category: Major</b>	<b>Maximum Marks: 100</b>

<b>Teaching Scheme</b>	<b>Examination Scheme</b>
Lecture: 3	End semester Exam: 70
Tutorial: 1	Attendance: 5
Practical: 0	Continuous Assessment: 25
Credit: 4	Practical/Seasonal internal continuous evaluation: 0
	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
BBA603.1	Remembering	<b>Describe</b> the basic concepts in Data Analytics and its various tools and techniques.
BBA603.2	Understanding	<b>Explain</b> the process of Data Analytics in multiple business domains and scenario.
BBA603.3	Applying	<b>Apply</b> the Exploratory, Descriptive, Diagnostic, Predictive, Perspective Data Analytics tools in solving managerial problems.
BBA603.4	Analysing	<b>Analyse</b> output of data analytics like different plots and visualisation
BBA603.5	Evaluating	<b>Select</b> a right tool for the given analytical task.
BBA603.6	Creating	<b>Combine</b> various tools and functions of data analytics tools like Excel, Power Bi, R and Python and use them in live analytical projects in multiple business domains and scenarios.

#### DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	<b>Introduction to Data Analytics:</b> Definition, Data Analytics Life Cycle; Types of Data Analytics; Tools used in data analytics, Application of analytics in business.	<b>05</b>
M2	<b>Classification of Data</b> <b>Data Collection:</b> Data Collection Strategies <b>Data Preparation:</b> Data Pre-Processing Overview; Data Cleaning; Data Integration and Transformation; Data Reduction; Data Discretization.	<b>05</b>
M3	<b>Descriptive Data Analytics:</b> Measurement of Frequency (Frequency Table); Measurement of Central Tendency (Mean, Mode, Median); Measurement of Dispersion (Range, Variance, Standard Deviation); Measurement of Position (Quartile and Percentile)  <b>Exploratory Data Analytics:</b> Concept; Tools and Techniques – Histogram, Stem and Leaf Plot, Boxplot, Q-Q Plot; Scatterplot, Run Chart, Heat Map, Bubble Chart; ANNOVA; Difference between Descriptive and Exploratory Data Analytics; Real Life Applications of Descriptive and Exploratory Data Analytics	<b>15</b>
M4	<b>Diagnostic Data Analytics:</b> Concept; Tool and Techniques – Root Cause Analysis, Correlation Analysis, Linear Regression Analysis, Fishbone Analysis, Pareto Analysis.	<b>06</b>

M5	<b>Predictive Data Analytics:</b> Concept; Tool and Techniques – Decision Tree, Multiple Regression, Logistic Regression, Cluster Analysis, Discriminant Analysis.	<b>10</b>
M6	<b>Prescriptive Data Analytics:</b> Concept; Tool and Techniques – Decision Making using MCDM Techniques, AHP, TOPSIS, What-If Analysis.	<b>10</b>
M7	<b>Data Analytics Tools:</b> MS-Excel, Power BI, R and Python (2 Projects from each)	<b>04</b>
	<b>Total</b>	<b>55</b>

**Suggested Text Books:**

1. Anil Maheswari: Data Analytics Made Accessible, Amazon.com Services LLC.
2. Joseph F. Hair et. al: Multivariate Data Analysis, Pearson
3. N. D. Vohra: Quantitative Techniques in Management, Tata McGraw Hill Education
4. Seema Acharya: Data Analytics using R, TMGH
5. Charles Severance: Python for Everybody, Shroff Publishers

**Suggested Reference Books:**

1. Namakum R N Prasad and Seema Acharya: Fundamental of Business Analytics, Wiley
2. Ken Black: Business Statistics for Contemporary Decision Making, John Wiley & Sons, Inc.
3. Wes McKinney: Python for Data Analysis, O'Reilly

<b>Course: WEB DEVELOPMENT WITH HTML AND CSS</b>	
<b>Course Code: BBA 604</b>	<b>Semester: VI</b>
<b>Course Category: Minor</b>	<b>Maximum Marks: 100</b>

<b>Teaching Scheme:</b>	<b>Examination Scheme:</b>
Lecture: 3	End Semester Exam: 70
Tutorial: 0	Attendance: 5
Practical:0	Continuous Assessment: 25
Credit: 3	Practical/Seasonal internal continuous evaluation: 0
	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
BBA 604.1	Remembering	<b>Identify</b> different terminology related with Web Development, HTML and CSS
BBA 604.2	Understanding	<b>Understand</b> the roles and functions of different aspects of web development
BBA 604.3	Applying	<b>Apply</b> different web development and web hosting techniques by using HTML and CSS Framework and
BBA 604.4	Analysing	<b>Analyse</b> the Web Application Development Ecosystem and terminology.
BBA 604.5	Evaluating	<b>Discuss</b> web content using HTML and CSS tags and elements effectively
BBA 604.6	Creating	<b>Create</b> dynamic web-pages using HTML and CSS

#### DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	<b>Introduction to Web Design:</b> Introduction of Internet, WWW, Website, Working of Websites, Web pages, Front End, Back End, Client and Server Scripting Languages, Responsive Web Designing, Types of Websites (Static and Dynamic Websites), representation of URL format, port number, Http and https protocol, IP addressing Internet Applications: Internet services, Electronic Mail (E-Mail), File Transfer, Real-Time User Communication, Remote Login	<b>5</b>
M2	<b>HTML:</b> Introduction, Basic Structure of HTML, Head Section and Elements of Head Section, Formatting Tags: Bold, Italic, Underline, Strikethrough, Div, Pre Tag Anchor links and Named Anchors Image Tag, Paragraphs, Comments, Tables: Attributes –(Border, Cellpadding, Cell spacing , height , width), TR, TH, TD, Rowspan, Colspan Lists : Ordered List , Unordered List , Definition List, Forms, Form Elements, Input types, Input Attributes, Text Input Text Area, Dropdown, Radio buttons , Check boxes, Submit and Reset Buttons Frames: Frameset, nested Frames. HTML 5 Introduction, HTML5 New Elements: Section, Nav, Article, Aside, Audio Tag, Video Tag, HTML5 Form Validations: Require Attribute, Pattern Attribute, Autofocus Attribute, email, number type, date type, Range type, HTML embed multimedia, HTML Layout, HTML Iframe	<b>10</b>
M3	<b>CSS:</b> Introduction to CSS, Types of CSS, CSS Selectors: Universal Selector, ID selector, Tag Selector, Class Selector, Sub Selector, Attribute Selector, Group Selector, CSS Properties: Back Ground properties, Block Properties, Box properties, List properties, Border Properties, Positioning Properties, CSS Lists CSS Tables, CSS Menu Design CSS Image Gallery	<b>12</b>

M4	<b>CSS Framework:</b> Web Site Development using W3.CSS Framework, W3.CSS Intro, W3.CSS Colors, W3.CSS Containers, W3.CSS Panels, W3.CSS Borders, W3.CSS Fonts, W3.CSS Text, W3.CSS Tables, W3.CSS List, W3.CSS Images, W3.CSS Grid	<b>10</b>
M5	<b>Web hosting Basics,</b> Documents Interchange Standards, Components of Web Publishing, Document management, Web Page Design Considerations and Principles, Search and Meta Search Engines, WWW, Browser, HTTP, Publishing Tools	<b>8</b>
	<b>Total</b>	<b>45</b>

#### **Suggested Text Books:**

1. Ramesh Bangia: Learning Web Designing, Khanna Book Publishing Co.
2. Julie C. Meloni and Jennifer Kyrnin: HTML, CSS, and JavaScript All in One: Covering HTML5, CSS3, and ES6, BPB Publications
3. Jennifer Niederst Robbins: Learning Web Design: A Beginner's Guide to HTML, CSS, JavaScript, and Web Graphics, O'Reilly Media
4. Jon Duckett: HTML and CSS: Design and Build Websites, Wiley India Pvt. Ltd.
5. Jon Duckett: JavaScript and JQuery: Interactive Front-End Web Development, Wiley India Pvt. Ltd.
6. Jon Duckett: Web Design with HTML, CSS, JavaScript and jQuery Set, Wiley India Pvt. Ltd.

#### **Suggested Reference Books:**

1. Elisabeth Robson and Eric Freeman: Head First HTML and CSS: A Learner's Guide to Creating Standards-Based Web Pages, O'Reilly Media
2. Mark Myers: A Smarter Way to Learn HTML & CSS: Learn it faster. Remember it longer, CreateSpace Independent Publishing Platform
3. Terry Felke-Morris: Web Development and Design Foundations with HTML5, Pearson Education India
4. Tanweer Alam: Web Designing & Development, Khanna Book Publishing.

<b>Course: E-COMMERCE AND APPLICATION</b>	
<b>Course Code: BBA 605</b>	<b>Semester: V</b>
<b>Course Category: Minor</b>	<b>MaximumMarks:100</b>

<b>Teaching Scheme</b>	<b>Examination Scheme</b>
Lecture: 2	End semester Exam:70
Tutorial: 1	Attendance:5
Practical: 0	ContinuousAssessment:25
Credit: 3	Practical/Seasonal internal continuous evaluation:0
	Practical/Seasonal external examination:0

Sl. No.	Cognitive Abilities	Course Outcome
BBA 605.1	Remembering	<b>Recall</b> fundamental concepts, terminology, and history of e-commerce.
BBA 605.2	Understanding	<b>Explain</b> the components and infrastructure of e-commerce systems, including technical, security, and business aspects.
BBA 605.3	Applying	<b>Demonstrate</b> the use of digital marketing tools and techniques, and social media marketing, in practical e-commerce scenarios.
BBA 605.4	Analysing	<b>Conduction</b> of various e-commerce business models.
BBA 605.5	Evaluating	<b>Assess</b> the effectiveness and security of different online payment systems and protocols.

#### DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	<b>Introduction to E-Commerce:</b> Definition of E-Business, Origin of E-Business, History of the E-Commerce, E-Business Opportunities for Businesses, Types of E-Commerce, Working of E-Business, E-Business Vs the Traditional Business Mechanism, Advantages and Disadvantages of E-Business, Main Goals of E-Business.	<b>10</b>
M2	<b>Network Infrastructure for E-Commerce:</b> Local Area Network (LAN), Ethernet: IEEE 802.3: Local Area Network (LAN) Protocols, Wide Area Network (WAN), The Internet: TCP/IP Reference Model, Domain Names, Hyper Text Markup Language (HTML), Simple Exercises in HTML.	<b>5</b>
M3	<b>E-Business - Requirements and Architecture:</b> Requirements of E-Business, Functions of E-Business, E-Business Framework Architecture, I-way or Information Highway.  <b>Business Models:</b> Evolution of Internet Business Models, Business Models in Practice, Business Model Components.	<b>8</b>
M4	<b>Security in Electronic Business:</b> Intranet and Extranet Security, Threats and Protection, Protection Methods, Data and Message Security, Firewalls. Encryption: Cryptography, Encryption, Digital Signature, Virtual Private Network.	<b>5</b>
M5	<b>Electronic Payments:</b> Overview of Electronics payments, Digital Token based Electronics payment System, Smart Cards, Credit Card/Debit Card based EPS, Emerging financial Instruments, Home Banking, Online Banking.	<b>14</b>

	<b>E-Marketing:</b> Challenges of Traditional Marketing, Retailing in E-Business Space, Internet Marketing, Advertisement and Display on the Internet, E-Business for Service Industry. EDI, E-CRM and E-SCM.	
M6	<b>Mobile Commerce:</b> Overview of M-Commerce, Wireless Application Protocol (WAP), Generations of Mobile Wireless Technology, Components of Mobile Commerce, Networking Standards for Mobiles.	<b>8</b>
	<b>Total</b>	<b>50</b>

**Suggested Text Books:**

1. Joseph, P.T.: E-Commerce an Indian Perspective (2e), New Delhi Prentice-Hall of India
2. O'Brien, J.: Management Information Systems Managing Information Technology in The Business Enterprise, New Delhi Tata McGraw-Hill.
3. Rayport, J. F. & Jaworski, B. J.: Introduction to E-Commerce, New York McGraw-Hill Irwin.

**Suggested Reference Books:**

4. Kaspersky: The Cybercrime Ecosystem Whitepaper, Kaspersky Lab
5. Stair, R. M. & Reynolds, G. W.: Principles of Information Systems, 5e, Singapore Thomson Learning.

<b>Course: BUSINESS RESEARCH METHODS - LAB</b>	
<b>Course Code: BBA 691</b>	<b>Semester: VI</b>
<b>Course Category: Major</b>	<b>Maximum Marks: 100</b>

<b>Teaching Scheme</b>	<b>Examination Scheme</b>
Lecture: 0	End semester Exam: 0
Tutorial: 0	Attendance: 5
Practical: 2	Continuous Assessment: 0
Credit: 1	Practical/Seasonal internal continuous evaluation: 35
	Practical/Seasonal external examination: 60

SN	Cognitive Abilities	Course Outcome
BBA691.1	Remembering	<b>Retrieve</b> the research methodology and the technique of defining a research problem.
BBA691.2	Understanding	<b>Understand</b> about various research tools and statistical techniques.
BBA691.3	Applying	<b>Apply</b> tools like SPSS, Advance Excel and R for data analysis.
BBA691.4	Analysing	<b>Analyze</b> quantitative data through execution of various statistical tests and data and Interpret results.

#### DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	<b>Introduction:</b> Classification & presentation of Data, Frequency distribution, Sampling distributions, Central tendency, variance.	<b>10</b>
M2	<b>Data types and Control structures:</b> Operators (unary, arithmetic, etc.) - Data types, variables, expressions, and statements - Assignment statements - Strings and string operations - Control Structures: loops and decision.	<b>8</b>
M3	<b>Introduction to Hypothesis Testing using Python/R/SPSS:</b> Large sample tests, Small sample tests, F distribution, Test for Normality, Test for correlation co-efficient, ANOVA, Parametric and Non-Parametric Tests.	<b>12</b>
	<b>Total</b>	<b>30</b>

#### Suggested Text Books:

1. Dr Sharma Pooja: Programming in Python, BPB.
2. Gaur, A. S. and Gaur, S. S., Statistical methods for practice and Research, Sage Publications.
3. Biswas & Giri, Research Methodology for Social Sciences, Sage.

#### Suggested Reference Books:

1. Wilkinson T.S., and Bhandarkar, P.L. Methodology and Techniques of Social Research, Himalaya Publishing House.
2. Siegal Sidney, Non Parametric statistics for the Behavioural Sciences, McGraw Hill.

<b>Course: WEB DEVELOPMENT WITH HTML AND CSS - LAB</b>	
<b>Course Code: BBA 692</b>	<b>Semester: VI</b>
<b>Course Category: Minor</b>	<b>Maximum Marks: 100</b>

Teaching Scheme	Examination Scheme
Lecture: 0	End semester Exam: 0
Tutorial: 0	Attendance: 5
Practical: 2	Continuous Assessment: 0
Credit: 1	Practical/Seasonal internal continuous evaluation: 35
	Practical/Seasonal external examination: 60

SN	Cognitive Abilities	Course Outcome
BBA692.1	Remembering	<b>Identify</b> different terminology related with Web Development, HTML and CSS
BBA692.2	Understanding	<b>Understand</b> the roles and functions of different aspects of web development
BBA692.3	Applying	<b>Apply</b> different web development and web hosting techniques by using HTML and CSS Framework and
BBA692.4	Analysing	<b>Analyse</b> the Web Application Development Ecosystem and terminology.
BBA692.5	Evaluating	<b>Discuss</b> web content using HTML and CSS tags and elements effectively
BBA692.6	Creating	<b>Create</b> dynamic web-pages using HTML and CSS

#### DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	<p>1. Home Page: Create an attractive and informative home page that introduces yourself and includes a brief summary of your background, skills, and interests.</p> <p>2. About Me Page: Design an "About Me" page that provides more detailed information about your education, work experience, and personal interests.</p> <p>3. Projects Page: Showcase your projects with descriptions and images. Use a grid or card layout to present the projects neatly.</p> <p>4. Contact Page: Include a contact form or your contact information (email, phone number, LinkedIn profile, etc.) to allow visitors to reach out to you.</p>	12
M2	<p>5. Responsive Design: Ensure that your website is responsive and displays correctly on various devices, including desktops, tablets, and mobile phones.</p> <p>6. Navigation: Implement a navigation bar or menu that allows visitors to easily navigate between different pages of your website.</p> <p>7. CSS Styling: Apply CSS styles to enhance the overall appearance of your website, including fonts, colors, backgrounds, and layout.</p>	12
M3	<p>8. External Resources: Utilize external resources, such as Google Fonts or Font Awesome icons, to enhance the design and functionality of your website.</p> <p>9. Code Organization: Organize your HTML, CSS, and JavaScript code into</p>	12

	separate files and link them appropriately in your web pages.	
	10. Valid HTML and CSS: Ensure that your HTML and CSS code is valid, following W3C standards.	
	<b>Total</b>	<b>36</b>

**Suggested Text Books:**

1. Ramesh Bangia: Learning Web Designing, Khanna Book Publishing Co.
2. Julie C. Meloni and Jennifer Kyrnin: HTML, CSS, and JavaScript All in One: Covering HTML5, CSS3, and ES6, BPB Publications
3. Jennifer Niederst Robbins: Learning Web Design: A Beginner's Guide to HTML, CSS, JavaScript, and Web Graphics, O'Reilly Media
4. Jon Duckett: HTML and CSS: Design and Build Websites, Wiley India Pvt. Ltd.
5. Jon Duckett: JavaScript and JQuery: Interactive Front-End Web Development, Wiley India Pvt. Ltd.
6. Jon Duckett: Web Design with HTML, CSS, JavaScript and jQuery Set, Wiley India Pvt. Ltd.

**Suggested Reference Books:**

1. Elisabeth Robson and Eric Freeman: Head First HTML and CSS: A Learner's Guide to Creating Standards-Based Web Pages, O'Reilly Media
2. Mark Myers: A Smarter Way to Learn HTML & CSS: Learn it faster. Remember it longer, CreateSpace Independent Publishing Platform
3. Terry Felke-Morris: Web Development and Design Foundations with HTML5, Pearson Education India
4. Tanweer Alam: Web Designing & Development, Khanna Book Publishing.

## 7<sup>th</sup> SEM

4 <sup>th</sup> Year 7 <sup>th</sup> Semester								
Sl. No.	Category	Paper Code	Subject	Contact Hours/Week				Credit Point
				L	T	P	Total	
<b>THEORY</b>								
1	Major	BBA 701	Management Accounting	3	1	0	4	4 <b>5</b>
2	Major	BBA 702	Strategic Management (Business Intelligence)	3	1	0	4	4 <b>5</b>
3	Minor	BBA 703A (MIC701A/B/C)	AI in Marketing (Software Project Management /Introduction To Cyber Security and Cyber Laws/ Machine Learning with Python)	3	1	0	4	4
		BBA 703B (MIC701A/B/C)	AI in Finance (Software Project Management /Introduction To Cyber Security and Cyber Laws/ Machine Learning with Python)	3	1	0	4	4
		BBA 703C (MIC701A/B/C)	AI in HR (Software Project Management /Introduction To Cyber Security and Cyber Laws/ Machine Learning with Python)	3	1	0	4	4
4	Minor	BBA 704 (MIC702A/B/C)	Integrated Marketing Communication (Digital Marketing/ Data Analysis and Interpretation/ Data Analysis & Reporting using SAS)	3	1	0	4	4
<b>PRACTICAL</b>								
5	Internship	BBA 791	Internship Report & Viva-Voce (Summer Internship Project Presentation)	0	0	0	0	4
<b>Total of Theory, Practical and Mandatory Activities/Courses</b>				<b>12</b>	<b>4</b>	<b>0</b>	<b>16</b>	<b>20 22</b>

In MAKAUT, Course Codes are not given for Major Courses in Sem 7

Business Intelligence: This course is replaced with Strategic Management

MIC701A/B/C: Software Project Management /Introduction To Cyber Security and Cyber Laws/ Machine Learning with Python (4 credits) – This course is replaced with three elective courses for Marketing, Finance and HR specialization respectively.

MIC702A/B/C: **Digital Marketing**/ Data Analysis and Interpretation/ Data Analysis & Reporting using SAS (4 credits) – This course is nomenclature is changed to Integrated Marketing Communication to increase its scope.

In MAKAUT, Course Codes are not given for Internship in Sem 7

In MAKAUT, Detailed syllabus for any course from Sem 4 to Sem 8 is not given.

<b>Course: MANAGEMENT ACCOUNTING</b>	
<b>Course Code: BBA 701</b>	<b>Semester: VII</b>
<b>Course Category: Major</b>	<b>Maximum Marks: 100</b>

<b>Teaching Scheme</b>	<b>Examination Scheme</b>
Lecture: 3	End semester Exam: 70
Tutorial: 1	Attendance: 5
Practical: 0	Continuous Assessment: 25
Credit: 4	Practical/Seasonal internal continuous evaluation: 0
	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
BBA 701.1	Remembering	<b>Define</b> the key terms in Management Accounting, various performance measurement systems, including balanced scorecards, key performance indicators (KPIs), and variance analysis.
BBA 701.2	Understanding	<b>Explain</b> the fundamental principles and concepts of management accounting, including cost behaviors, cost structures, and the role of management accounting in organizations.
BBA 701.3	Applying	<b>Identify</b> the various issues in a Management Accounting and <b>Demonstrate</b> management accounting techniques to make informed business decisions, such as pricing, product mix, and investment decisions.
BBA 701.4	Analysing	<b>Examine</b> the ethical issues related to management accounting, including the importance of accuracy, transparency, and integrity in financial reporting.
BBA 701.5	Evaluating	<b>Develop</b> the ability to effectively communicate financial information and insights to stakeholders, including managers, investors, and other decision-makers.
BBA 701.6	Creating	<b>Anticipate</b> how contemporary management accounting practices, such as lean accounting and activity-based costing, to improve cost management and decision-making processes.

#### DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	Management Accounting - Definition, Objectives, Scope, Functions, Advantages, Limitations, Techniques and need – Comparison with Financial Accounting and Cost Accounting –Role of Management Accountant.	<b>10</b>
M2	Financial Statement Analysis -Fund flow statement, Cash flow statement (AS3), Comparative statement, Common size statement.	<b>11</b>
M3	Ratio Analysis -Meaning, Objectives, Advantages and Limitations – Classification of accounting ratios from different viewpoints – Important accounting ratios used in analyzing liquidity, solvency, profitability, managerial efficiency, capital structure – Computation and interpretation of important accounting ratios – Preparation of financial statements and statements of proprietors' fund from the given ratios.	<b>12</b>
M4	Break Even analysis & Marginal Costing Break even analysis, Marginal Costing margin of safety, Marginal costing as a tool for decision making – make or buy; Change of product mix; shut down decision.	<b>10</b>

M5	Budget and Budgetary Control - Budgeting and Budgetary Control: Concept of budget, budgeting and budgetary control, objectives, merits, and limitations, Budget administration, Functional budgets, Fixed and flexible budgets, Zero base budgeting.	12
	<b>Total</b>	<b>55</b>

**Suggested Text Books:**

1. Khan M.Y. and Jain P.K.: Management Accounting, TMH.
2. Kaplan R.S. and Aktinson. A.A.: Advanced Management Accounting, Prentice Hall of India.
3. Arora M.N.: Cost Accounting Principles and Practices; Vikas Publishing House.
4. Jain S.P. & Narang K.L.: Cost Accounting; Kalyani, New Delhi.
5. Bhabatosh Banerjee: Financial Policy & Management Accounting, Prentice Hall of India Ltd.
6. Charles T. Horngren, Gary L. Sundem, Dave Burgstahler, Jeff O. Schatzberg: Introduction to Management Accounting, Pearson Education.
7. Saxena and Vashisth: Advanced Cost and Management Accounting, Sultan Chand Sons.
8. A.K. Bhattacharyya: Principle and Practice of Cost Accounting, Prentice Hall
9. Horngren/Datar/ Rajan: Cost Accounting: A Managerial Emphasis, Pearson.

**Suggested Reference Books:**

1. Atkinson: Management Accounting, Pearson.
2. Narasimhan: Management Accounting, Cengage.

<b>Course: STRATEGIC MANAGEMENT</b>	
<b>Course Code: BBA 702</b>	<b>Semester: VII</b>
<b>Course Category: Major</b>	<b>Maximum Marks: 100</b>

<b>Teaching Scheme</b>	<b>Examination Scheme</b>
Lecture: 3	End semester Exam: 70
Tutorial: 1	Attendance: 5
Practical: 0	Continuous Assessment: 25
Credit: 4	Practical/Seasonal internal continuous evaluation: 0
	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
BBA702.1	Remembering	<b>Identify</b> the basic terms and concepts in Strategic Management.
BBA702.2	Understanding	<b>Explain</b> the various facets of Strategic Management in a real-world context and <b>Describe</b> the trade-offs within and across strategy formulation, implementation, appraisal.
BBA702.3	Applying	<b>Integrate</b> the aspects of various functional areas of management to develop a strategic perspective.
BBA702.4	Analysing	<b>Explain</b> the nature of the problems and challenges confronted by the top management team and the approaches required to function effectively as strategists.
BBA702.5	Evaluating	Evaluate the strategy considering the nature of business.
BBA702.6	Creating	<b>Develop</b> the capability to view the firm in its totality in the context of its environment.

#### DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	<b>Understanding Strategy:</b> Concept of strategy, Levels of Strategy - Corporate, Business and Functional. Strategic Management - Meaning and Characteristics. Distinction between strategy and tactics, Strategic Management Process, Stakeholders in business, Roles of stakeholder in strategic management.  <b>Strategic Intent:</b> Meaning, Hierarchy, Attributes, Concept of Vision & Mission - Process of envisioning, Difference between vision & mission. Characteristics of good mission statements. Business definition using Abell's three dimensions. Objectives and goals, Linking objectives to mission & vision. Critical success factors (CSF), Key Performance Indicators (KPI), Key Result Areas (KRA), Components of a strategic plan.	<b>8</b>
M2	<b>Analyzing Company's External Environment:</b> Environmental appraisal, Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP). Analyzing Industry Environment: Industry Analysis - Porter's Five Forces Model of competition, Entry & Exit Barriers.	<b>6</b>
M3	<b>Analyzing Company's Internal Environment:</b> Resource based view of a firm, Analyzing Company's Resources and Competitive Position - meaning, types & sources of competitive advantage, competitive parity & competitive disadvantage. VRIO Framework, Core Competence, characteristics of core competencies, Distinctive competitiveness. Benchmarking as a method of comparative analysis.	<b>6</b>
M4	<b>Value Chain Analysis:</b> Porter's Model: Primary & secondary activities.	<b>5</b>

	<p><b>Organizational Capability Profile:</b> Strategic Advantage Profile, Concepts of stretch, leverage &amp; fit, ways of resource leveraging – concentrating, accumulating, complementing, conserving, recovering.</p> <p><b>Portfolio Analysis:</b> Business Portfolio Analysis – BCG Matrix – GE 9 Cell Model.</p>	
M5	<p><b>Generic Competitive Strategies:</b> Meaning of generic competitive strategies, Low cost, Differentiation, Focus – when to use which strategy</p> <p><b>Grand Strategies:</b> Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition &amp; Takeover Strategies, Strategic Alliances &amp; Collaborative Partnerships), Retrenchment – Turnaround, Divestment, Liquidation, Outsourcing Strategies.</p>	12
M6	<p><b>Strategy Implementation:</b> Barriers to implementation of strategy, Mintzberg’s 5 Ps – Deliberate &amp; Emergent Strategies. Mc Kinsey’s 7s Framework.</p> <p><b>Organization Structures for Strategy Implementation:</b> entrepreneurial, functional, divisional, SBU, Matrix, Network structures, Cellular/ Modular organization, matching structure to strategy, organizational design for stable Vs. turbulent environment, Business Continuity Planning.</p> <p><b>Changing Structures &amp; Processes:</b> Reengineering &amp; strategy implementation – Principles of Reengineering; Corporate Culture: Building Learning organizations, promoting participation through technique of Management by Objectives (MBO).</p> <p><b>Strategy Evaluation:</b> Operations Control and Strategic Control - Symptoms of malfunctioning of strategy – Concept of Balanced scorecard for strategy evaluation.</p>	10
M7	<p><b>Contemporary Strategies:</b> Blue Ocean Strategy: Difference between blue &amp; red ocean strategies, principles of blue ocean strategy; Strategy Canvass &amp; Value Curves, Four Action framework.</p> <p><b>Business Models:</b> Meaning &amp; components of business models, new business models for Internet Economy– E-Commerce Business Models and Strategies – Internet Strategies for Traditional Business –Virtual Value Chain.</p> <p><b>Sustainability &amp; Strategic Management:</b> Start ups- growth and reasons for decline. Threats to sustainability, Integrating Social &amp; environmental sustainability issues in strategic management, meaning of triple bottom line, people-planet-profits.</p>	8
	<b>Total</b>	<b>55</b>

**Suggested Text Books:**

1. Azhar Kazmi: Strategic Management an Business Policy, Tata McGraw Hill
2. Ireland, Hoskisson & Hitt: Strategic Management, Indian Edition, Cengage Learning
3. Thompson, Strickland, Gamble & Jain: Crafting and Executing Strategy- The Quest for Competitive Advantage, Tata McGraw-Hill
4. Thomas L. Wheelen & J. David Hunger: Concepts in Strategic Management & Business Policy, Pearson

**Suggested Reference Books:**

1. Michael E. Porter: Competitive Strategy: Techniques for Analyzing Industries and Competitors,

First Free Press Edition

2. Yogeshwari L. Giri: Strategic Management
3. Gary Hamel & C.K. Prahalad: Competing for the Future
4. Kim & Mauborgne: Blue Ocean Strategy

<b>Course: AI IN MARKETING</b>	
<b>Course Code: BBA 703A</b>	<b>Semester: VII</b>
<b>Course Category: Minor</b>	<b>Maximum Marks: 100</b>

<b>Teaching Scheme:</b>	<b>Examination Scheme:</b>
Lecture: 3	End Semester Exam: 70
Tutorial: 1	Attendance: 5
Practical: 0	Continuous Assessment: 25
Credit: 4	Practical/Seasonal internal continuous evaluation: 0
	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
BBA 703A.1	Remembering	<b>Identify</b> different terms and techniques for marketing using AI
BBA 703A.2	Understanding	<b>Comment</b> on different applications and innovative of AI in marketing.
BBA 703A.3	Applying	<b>Experiment</b> with different marketing strategies considering AI
BBA 703A.4	Analysing	<b>Discuss</b> changes brought in traditional marketing due to AI

#### DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	<b>Basics:</b> Understanding the basics of AI in Marketing, Introduction to AI Algorithms, Designs of AI, Transition process and AI matrix  Customer value and Role of AI in Value Delivery Process, Transforming Marketing Strategy using AI, Using AI for STP, Application of AI in Marketing Mix, Marketing Information Systems and its Components.	<b>10</b>
M2	<b>Consumer Behaviour:</b> Marketing Research, Individual Dynamics and its influence on Consumer Behaviour, Consumer Buying Decision Process, Understanding Customer Journey, Customer Experience: Meaning & Characteristics, Personalization: Going Beyond Segmentation, Avatar marketing.	<b>10</b>
M3	<b>Value Creation and Brand Management:</b> Standardization, Personalization & Relationalization of Brands using AI, Understanding Networks and Brand Network Effect, Understanding the Use of AI for Addressing Competition, AI and Brand Equity, AI and New Brand Realities  AI for Value Creation and Product Development, Personalization and hyper-personalization Using AI, Implementation of AI by Product Managers, AI in Service	<b>10</b>
M4	<b>Pricing:</b> Pricing Strategies Using AI	<b>3</b>
M5	<b>Promotion:</b> Role of AI in Advertising, AI in Sales promotion and Direct Marketing, AI in PR and Publicity and Social Media Marketing, Personal Selling using AI, Sales management using AI.	<b>7</b>
M6	<b>Marketing Channel and Ethics:</b> AI and Marketing Channel Management, Omnichannel Marketing and Retailing, Changing face of Retailing in the age of AI, AI in Logistics Management.	<b>10</b>

	Navigating Ethical Challenges in AI, AI and Sustainability.	
	<b>Total</b>	<b>50</b>

**Suggested Text Books:**

1. Sterne J.: Artificial intelligence for marketing: practical applications, John Wiley & Sons.
2. Venkatesan, R., and Lecinski J.: The AI Marketing Canvas: A Five-stage Road Map to Implementing Artificial Intelligence in Marketing, Stanford University Press.

**Suggested Reference Books:**

1. Gentsch, Peter: AI in marketing, sales and service: How marketers without a data science degree can use AI, big data and bots, (eBook) Springer.
2. King K.: Using Artificial Intelligence in Marketing: How to harness AI and maintain the competitive edge, Kogan Page Publishers
3. Hosnagar, K.: A human's guide to machine intelligence, New York: Viking.

<b>Course: AI IN FINANCE</b>	
<b>Course Code: BBA 703B</b>	<b>Semester: VII</b>
<b>Course Category: Minor</b>	<b>Maximum Marks: 100</b>

<b>Teaching Scheme:</b>	<b>Examination Scheme:</b>
Lecture: 3	End Semester Exam: 70
Tutorial: 1	Attendance: 5
Practical: 0	Continuous Assessment: 25
Credit: 4	Practical/Seasonal internal continuous evaluation: 0
	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
BBA 703B.1	Remembering	<b>Identify</b> different terms and techniques for Finance using AI
BBA 703B.2	Understanding	<b>Comment</b> on different applications and innovative of AI in finance.
BBA 703B.3	Applying	<b>Experiment</b> with different financial strategies considering AI
BBA 703B.4	Analysing	<b>Discuss</b> changes brought in traditional finance due to AI

#### DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	<b>Introduction:</b> Motivating Applications of AI/ML in Economics & Finance. Basic ideas of AI/ML, formulating / deciphering real life problems using these techniques; Integration of AI at a strategic level; Infrastructure of AI	<b>8</b>
M2	<b>Management Science:</b> Optimization and Search techniques (unconstrained and constrained optimization, concept of pareto-optimality, heuristic search, game tree); Basic Predictive Algorithms (Linear Regression, Decision Trees, Random Forests, Bayesian classifier), Neural Networks, Time Series Prediction	<b>12</b>
M3	<b>Domains of AI in Finance:</b> <b>i) Compliance:</b> Fraud detection and ALM monitoring <b>ii) Risk management:</b> Alerting risk managers to potentially unacceptable risks <b>iii) Consumer banking:</b> Improve time- and cost-efficiency through chatbots <b>iv) Wealth management:</b> Helping wealth managers create tailored solutions for clients <b>v) Investment banking:</b> Identifying companies that need to raise capital or are candidates for acquisitions <b>vi) Trading:</b> Algorithmic trading strategies or generating signals through sentiment analysis	<b>15</b>
M4	<b>Case Studies on application of AI in Finance:</b> i) Wealth and Asset Management; ii) Insurance; iii) Customer Services; iv) Robotic Process Automation; v) Credit Scoring; vi) Compliance and Fraud Detection; vii) Multi-agent simulation of economic systems	<b>15</b>
	<b>Total</b>	<b>50</b>

#### Suggested Text Books:-

1. Edward P. K. Tsang: AI for Finance, CRC Press
2. AL Naqvi: Artificial Intelligence for Asset Management and Investment: A Strategic Perspective, Wiley
3. Tony Bobier: AI and the future of Banking, Wiley

#### Suggested Reference Books:

1. Yves Hilpisch: Artificial Intelligence in Finance: A Python based guide, O'Reilly

<b>Course: AI IN HR</b>	
<b>Course Code: BBA 703C</b>	<b>Semester: VII</b>
<b>Course Category: Minor</b>	<b>Maximum Marks: 100</b>

<b>Teaching Scheme:</b>	<b>Examination Scheme:</b>
Lecture: 3	End Semester Exam: 70
Tutorial: 1	Attendance: 5
Practical: 0	Continuous Assessment: 25
Credit: 4	Practical/Seasonal internal continuous evaluation: 0
	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
BBA 703C.1	Remembering	<b>Identify</b> different terms and techniques for FHR using AI
BBA 703C.2	Understanding	<b>Comment</b> on different applications and innovative of AI in HR.
BBA 703C.3	Applying	<b>Experiment</b> with different HR strategies considering AI
BBA 703C.4	Analysing	<b>Discuss</b> changes brought in traditional HR due to AI

#### DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	<b>Introduction:</b> Definition of AI, Brief overview of HRM, Implementation of artificial intelligence in optimizing decision making, Understand the concepts behind artificial intelligence, rule-based systems, and how data science has changed HR Management, Managing HR functions through AI.	<b>10</b>
M2	<b>Recruitment and Selection:</b> Role of AI in Recruitment and Selection Process, Use of AI Algorithms to analyze Resumes and Job Applications, how artificial intelligence algorithms can be used in various scenarios and how data can be used to make predictions, AI Powered Chatbots for initial candidate interviews, Changing trends in hiring and how that factors into finding the right applicants and how to best apply AI in hiring decisions.	<b>12</b>
M3	<b>Training and Development:</b> Impact of AI on Employee Training and Development, Utilization of Virtual Reality (VR) and Augmented Reality (AR) Technologies for immersive Training expenses, Personalized Learning Paths through AI driven platforms.	<b>10</b>
M4	<b>Performance Evaluation and Feedback Mechanism:</b> Contribution of AI in Performance Evaluation, Benefits of AI in Feedback Mechanism, Integration of AI Systems to monitor employee performance metrics continuously, Prospects of AI in HRM.	<b>8</b>
M5	<b>Case Studies on application of AI in HR:</b> i) Recruitment and Selection; ii) Performance Evaluation; iii) Feedback Process; iv) Training and Development; v) Employee attrition.	<b>10</b>
	<b>Total</b>	<b>50</b>

#### Suggested Text Books:

1. Amelia Underwood, AI in HR: Enhancing Talent Acquisition and Employee Satisfaction
2. Dr. Nisha Sharma, Dr. Vishal Dattana, et al., Artificial Intelligence in Human Resource Management: Revolutionize Your HR Management with AI

#### Suggested Reference Books:

1. Dr. Frank Olmos, AI Revolution in HR: Mastering Human Resources with Artificial Intelligence

<b>Course: INTEGRATED MARKETING COMMUNICATION</b>	
<b>Course Code: BBA 704</b>	<b>Semester: VII</b>
<b>Course Category: Minor</b>	<b>Maximum Marks: 100</b>

<b>Teaching Scheme:</b>	<b>Examination Scheme:</b>
Lecture: 3	End Semester Exam: 70
Tutorial: 1	Attendance: 5
Practical: 0	Continuous Assessment: 25
Credit: 4	Practical/Seasonal internal continuous evaluation: 0
	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
BBA 704.1	Remembering	<b>Remember</b> the fundamental concepts
BBA 704.2	Understanding	<b>Examine</b> the role of integrated marketing communications in building brand identity, brand equity
BBA 704.3	Applying	<b>Apply</b> the basic strategies in marketing communication
BBA 704.4	Analysing	<b>Analyze</b> the situation in the market
BBA 704.5	Evaluating	<b>Evaluate</b> the communications effects and results of an IMC campaign to determine its success for a variety of brands.

#### DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	<b>Introduction:</b> Basic concepts of IMC-Factors leading to it's growth, Marketing Communications & Promotions, Marketing communication process, the promotion mix, IMC planning process	<b>8</b>
M2	<b>Advertising &amp; Copyrighting:</b> Definition, History, Roles and Functions of Advertising, Types of Advertising, Steps in Development of Advertisement. Advertising Design: Appeals, Message Strategies & Execution Framework: Advertising Design, Advertising Theory, Types of Advertising Appeals, Structure of an Advertisement, Message Strategies, Cognitive strategies, Execution Strategies, Creating an Advertising, Advertising Effectiveness; Copywriting: Meaning and Definition of Copywriting, the Copywriter, Copywriting for Print, Copywriting guidelines, Radio Copywriting, TV Copywriting, Writing for the Web, Tips for writing good web content	<b>14</b>
M3	<b>Sales Promotion:</b> Meaning, nature and functions, compare between advertising and sales promotion, types of sales promotion, advantage and limitations of sales promotion, varieties of sales promotion methods and schemes	<b>10</b>
M4	<b>Public Relations:</b> Definition, Publicity and Corporate Advertising; Difference between public relations and advertising, Functions of Public Relations; Creating positive image building activities; Preventing or reducing image damage; Sponsorship and Event marketing; Role of internet in Public Relations, Publicity, Advantages and Disadvantages of Publicity.	<b>12</b>
M5	<b>Broadcast and Internet Media:</b> Meaning of Broadcast Media, Radio as Medium, Television as Medium, Internet Advertising, Email Advertising.	<b>6</b>
	<b>Total</b>	<b>50</b>

#### Suggested Text Books:

1. Kazmi & Batra: Advertising and Sales Promotion, Excel
2. Aaker David & Myers John: Advertising Management, PHI
3. R. Saxena: Marketing Management, TMH
4. Kotler P. Keller K.L.: Marketing Management, Pearson

**Suggested Reference Books:**

2. Debraj Datta & Mahuya Datta: Marketing Management, Vrinda Publications

## 8<sup>th</sup> SEM

4 <sup>th</sup> Year 8 <sup>th</sup> Semester								
Sl. No.	Category	Paper Code	Subject	Contact Hours/Week				Credit Point
				L	T	P	Total	
<b>THEORY</b>								
1	Major	BBA 801A	Service Marketing (Customer Relationship Management)	3	1	0	4	4 5
		BBA 801B	Company Accounts and Audit	3	1	0	4	4 5
		BBA 801C	Human Resource Development	3	1	0	4	4 5
2	Major	BBA 802A	Marketing Analytics	3	1	0	4	4 5
		BBA 802B	Financial Analytics	3	1	0	4	4 5
		BBA 802C	Human Resource Analytics	3	1	0	4	4 5
<b>PRACTICAL</b>								
3	Research Project	BBA 891	Dissertation (For Research Track)* (Research Project)	0	0	0	0	12
<b>Total of Theory, Practical and Mandatory Activities/Courses</b>				<b>6</b>	<b>2</b>	<b>0</b>	<b>8</b>	<b>20 22</b>

**\*The Dissertation work will start from the beginning of fourth year of BBA (Honours with Research) Program. Students shall be assessed for Internship Report and Dissertation (For Research Track).**

In MAKAUT, Course Codes are not given for Major Courses in Sem 8

Customer Relationship Management: This course is replaced with Service Marketing

In MAKAUT, Detailed syllabus for any course from Sem 4 to Sem 8 is not given.

<b>Course: SERVICE MARKETING</b>	
<b>Course Code: BBA 801A</b>	<b>Semester: VIII</b>
<b>Course Category: Major</b>	<b>Maximum Marks: 100</b>

<b>Teaching Scheme</b>	<b>Examination Scheme</b>
Lecture: 3	End semester Exam: 70
Tutorial: 1	Attendance: 5
Practical: 0	Continuous Assessment: 25
Credit: 4	Practical/Seasonal internal continuous evaluation: 0
	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
BBA801A.1	Remembering	Recall the key concepts in services marketing
BBA801A.2	Understanding	Explain the role of Extended Marketing Mix in Services
BBA801A.3	Applying	Examine the new Paradigm and Perspectives in Marketing of Services
BBA801A.4	Analysing	Analyse the significance of services marketing in the Indian and global economy
BBA801A.5	Evaluating	Evaluate Segmentation, Targeting & Positioning of Services in dynamic marketing environment
BBA801A.6	Creating	Direct marketing mix for various services offering

#### DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	<b>Marketing Services:</b> Introduction growth of the service sector. The concept of service. Characteristics of service - classification of service designing of the service, blueprinting using technology, developing human resources, building service aspirations.	<b>11</b>
M2	<b>Marketing Mix in Service Marketing:</b> The seven Ps: product decision, pricing strategies and tactics, promotion of service and distribution methods for services. Additional dimension in services marketing- people, physical evidence and process.	<b>12</b>
M3	<b>Effective Management of Service Marketing:</b> Marketing demand and supply through capacity planning and segmentation - internal marketing of services - external versus internal Orientation of service strategy.	<b>12</b>
M4	<b>Delivering Quality Service:</b> Causes of service - quality gaps. The customer expectations versus perceived service gap. Factors and techniques to resolve this gap. Customer relationship management. Gaps in services - quality standards, factors and solutions – the service performance gap - key factors and strategies for closing the gap. External communication to the customers- the promise versus delivery gap - developing appropriate and effective communication about service quality.	<b>12</b>
M5	<b>Marketing of Service With Special Reference To:</b> 1.Financial services, 2.Health services, 3.Hospitality services including travel, hotels and tourism, 4.Professional service, 5.Public utility service, 6.Educational services.	<b>8</b>
	<b>Total</b>	<b>55</b>

#### Suggested Text Books:

1. S.M. Jha: Services marketing, Himalaya Publishers, India
2. Dr. L. Natarajan: Services Marketing, Margham Publications, Chennai.
3. G.S. Thakur: Sandhu Supreet & Dogra Babzan, Services marketing, Kalyanni Publishers,

Ludhianna.

4. Dr. B. Balaji: Services Marketing and Management, S. Chand & Co, New Delhi.
5. Govind Apte: Services Marketing, Oxford University Press.
6. R. Srinivasan: Services Marketing, PHI.

**Suggested Reference Books:**

1. Halen Woodroffe: Services Marketing, McMillan
2. Hoffman: Marketing of Services, Cengage Learning
3. Newstrom John W: Organisational Behaviour, Tata McGraw Hill.

<b>Course: COMPANY ACCOUNTS AND AUDIT</b>	
<b>Course Code: BBA 801B</b>	<b>Semester: VIII</b>
<b>Course Category: Major</b>	<b>Maximum Marks: 100</b>

<b>Teaching Scheme</b>	<b>Examination Scheme</b>
Lecture: 3	End semester Exam: 70
Tutorial: 1	Attendance: 5
Practical: 0	Continuous Assessment: 25
Credit: 4	Practical/Seasonal internal continuous evaluation: 0
	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
BBA801B.1	Remembering	<b>Define</b> the key terms of Auditing, Standard of Auditing, Objective, scope and limitation of auditing.
BBA801B.2	Understanding	<b>Explain</b> the key terms of Auditors' Independence, Audit Evidence, Materiality, Disclosure Policies, Issue of Share and Debenture
BBA801B.3	Applying	<b>Preparation</b> of the audit process, technique and plan for Statutory Audit and Internal Audit AND <b>Show</b> the SEBI guidelines to issue Equity Share, Bonus Share, Right Share, Issue and Redemption of Debenture AND <b>Apply</b> the specific provision of Company Act 2013 for Audit Purpose.
BBA801B.4	Analysing	<b>Categorising</b> various transaction like Cash & Bank, Purchase & Sales and other Payment, Assets & Liabilities.
BBA801B.5	Evaluating	<b>Estimating</b> the valuation of Assets & Liabilities and <b>Assessing</b> Payment, various Assets & Liabilities in a company.
BBA801B.6	Creating	<b>Preparation</b> of tools for creating Audit Report of Statutory Audit as well as Internal Audit.

#### DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
<b>Section-A- Auditing</b>		
M1	<b>Introduction:</b> Definition of Auditing, Standards of Auditing, Objectives of Auditing, Principal of governing an Audit, Scope of Audit, Limitation of Auditing, Types of Audit.	<b>2</b>
M2	<b>Basic concept of Auditing: -</b> Concept of Auditor's Independence, Audit Evidence, Concept of Materiality, Concept of True and Fair, Disclosure of Accounting Policies.	<b>2</b>
M3	<b>Preparation for an Audit: -</b> Auditor's Engagement, Audit Process, Audit Technique, Audit Planning, Audit Program, Methods of work, Continuous and Final Audit, Audit Planning and Materiality, Audit working papers, Quality Control for Audit Work, Element of Statistical sampling, Audit Risk, Surprise Checks.	<b>3</b>
M4	<b>Internal Control: -</b> Concept Internal Control, Understanding the Entity and its Environment, Accounting and Financial Control, Internal Control and Management, Internal Control and the Auditor, Review of Internal Control by the Auditor, Examination in Depth, Internal Control in the small business, Internal Control and the computerized Information System (CIS) Environment, Internal Check, Internal Audit, Relationship between the Statutory and Internal Auditors.	<b>6</b>

M5	<b>Vouching: -</b> Audit of Cash transactions, Audit of Payments, Cash Receipts, Verification of Bank balance and Cash In Hand, Audit of Trading Transactions, Audit of Purchase, Sales, Cut-off Arrangement, Audit of Ledgers, Outstanding Liabilities and Assets, general Scrutiny of Expenses Accounts, Income accounts, Assets Accounts, Liabilities, balance Sheet Audit, Analytical Procedure.	5
M6	<b>Verification of Assets and Liabilities: -</b> Capital and Revenue Expenditure, Depreciation, Reserves, Verification of Fixed Assets, Verification of Current Assets, General Principles of verification of assets, Verification of specific assets. Verification of Liabilities-Long Term and Short Term, Contingent Liabilities, Event Occurring after the Balance Sheet date.	5
M7	<b>The Company Audit: -</b> Appointment of Auditors. Removal, resignation of auditor and giving special notice, Eligibility, qualifications and disqualification of auditors. Remuneration of auditors. Powers and duties of auditors and auditing standers. Service excluded, auditors to sign audit report, Auditors in General meeting, Punishment for contravention. Cost Audit in respect of certain companies. Specific Provisions as Regards Accounts in the companies Act, 2013-Section 128, 129, 133, 134 (Sub Sections), 179. Audit of Share Capital, Option on Share Capital, Share Transfer Audit, Verification on Issue of Bonus Share, Audit of Debenture, Audit of Dividends.	9
<b>Section-B- Company Accounts</b>		
M8	<b>Accounting for Issue of Share: -</b> Share Capital of a Company, Shares, Stock, Issue of Shares, SEBI Guideline, Shares Payable by Installments, Forfeiture of Shares, Re-issue of Forfeited Shares, Issue of Shares for Consideration other Than Cash, Over Subscription and Pro-rata Allotment.	7
M9	<b>Issue of Bonus and Right Shares: -</b> Bonus Shares, Latest SEBI Guidelines for Issue of Bonus Shares, Determining the maximum Amount of Bonus Issue, Right Share Issue.	3
M10	<b>Redemption of Preference Shares: -</b> Methods of Redemption, Premium on Redemption of Preference Shares, Capital Redemption Reserve	2
M11	<b>Issue and Redemption of Debenture: -</b> Issue of Debenture, Authorization of a Debenture Issue, latest SEBI guideline, Debenture payable by Installment, Issue of Debenture as Collateral security for a loan, Issue of Debenture other than cash, Debenture Stock, Debenture Interest, Redemption of Debenture, Debenture Market Price, Debenture Trust Deed, Insurance Policy Method, Convertible Debenture.	6
<b>Total</b>		<b>50</b>

### Suggested Readings:

1. A Mutherjee and M Hanif: Modern Accountance Volume-I, Tata McGraw Hill.
2. G Sekar & B Saravana Prasath: Students Handbook on Auditing and Assurance, Commercial Law House.
3. Dinkar Pagare: Principles and Practice of Auditing, Sultan Chand & Sons.
4. Ravi Kant Miriyala & Sunitanjani Miriyala: Auditing & Assurance, Taxmann.
5. Bhushan Kumar Goyal: Corporate Accounting Vol-1 & 2, Txamann.
6. Pankaj Garg: Auditing & Assurance, Taxmann.

**Suggested Reference Book:**

1. Pranav Jain: Audit of Financial Statement, Taxmann.
2. G C Rao: Company Accounts and Audit, Commercial Law Publications (India) Pvt. Ltd.
3. Pankaj Garg: Auditing & Ethics, Taxmann.

<b>Course: HUMAN RESOURCE DEVELOPMENT</b>	
<b>Course Code: BBA 801C</b>	<b>Semester: VIII</b>
<b>Course Category: Major</b>	<b>Maximum Marks: 100</b>

<b>Teaching Scheme</b>	<b>Examination Scheme</b>
Lecture: 3	End semester Exam: 70
Tutorial: 1	Attendance: 5
Practical: 0	Continuous Assessment: 25
Credit: 4	Practical/Seasonal internal continuous evaluation: 0
	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
BBA 801C.1	Remembering	<b>Define</b> the key terms HRD practices in a global context, including managing a diverse workforce and adapting HRD strategies to different cultural and organizational settings.
BBA 801C.2	Understanding	<b>Explain</b> the fundamental concepts, theories, and principles of human resource development, including training and development, career development, and organizational development..
BBA 801C.3	Applying	<b>Identify</b> the various issues in a HRD context and <b>Demonstrate</b> their significance from the legal and ethical considerations in HRD, including compliance with labor laws, diversity and inclusion, and ethical practices in training and development.
BBA 801C.4	Analysing	<b>Examine</b> the nsights into leadership development and the dynamics of team building, including strategies for developing effective leadership and high-performing teams.
BBA 801C.5	Evaluating	<b>Develop</b> critical thinking based on Financial market, institution and Financial services for informed decision making.
BBA 801C.6	Creating	<b>Anticipate</b> how techniques for evaluating the effectiveness of HRD programs and initiatives, using various measurement and assessment tools.

#### DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	<b>Introduction:</b> Introduction to HRM: Concept, Importance, History of HRM— Trends Shaping HRM, Important Trends in HRM— Theories of HRM – Models of HRM – Hard and Soft HRM—Functions of HRM— Significance and Importance of HRM— HR Manager’s Role, Skills, and challenges – HR Policies, HRIS, IHRM, HCM, Knowledge Management, CSR, IHRM Toolkits—Use of Artificial Intelligence in HR functions.	<b>10</b>
M2	<b>Human Resource Planning</b> — Objectives, Process, Job Analysis—Methods, Recruitment—Goals, Sources, Steps, Selection—Process— Employment Tests— Interviews, Placement, Induction –Digital onboarding and Induction, Job Analysis: Concept, Uses, Job Description, Job Specification, Methods of collecting Job Analysis Data, Job Evaluation.	<b>10</b>
M3	<b>Talent Acquisition and Training:</b> Recruitment: Definition, Sources of Selection, Process of Selection, Difference Between Recruitment and Selection. Training: Definition, Difference between Training, Development and Education, Different Methods of Training.	<b>10</b>

M5	<b>Performance Appraisal</b> – Objectives, Techniques, Employee Training— Methods, Identify Training Needs, Employee Development—Methods, Evaluating Training Programmes — Career Planning – Succession Planning — Talent Management—Contemporary issues in Employee Engagement.	<b>10</b>
M6	<b>Human Resource Development</b> – Integrated HRD Systems—HRD Climate in Organisations— Impact of Technology on HRD– Implication of Technological change on HRD—Issues in Marketing HRD.	<b>10</b>
M7	<b>Theories of Wages &amp; Salary</b> –Pay and Social Class–Machineries for Wage Fixation– Statutory provisions governing different components of reward systems–Wage criteria and wage machinery— Wage Components—Salary Benchmarking, designing KRA & KPI, Reward Management: Concept, Aims, Components of Reward system– Role of Reward in organisation– Strategic perspectives of Reward–Reward as a motivational tool– Psychological contract–Reward policies Factors determining the rates of Pay–Strategic and Tactical pay related issues–Establishing Job Values and Relativities: Internal & External Equities–Job evaluation schemes, Internal Pay Structure, Reward survey–Designing Pay Level, Pay Mix and Pay Structures–Grade and Pay structures: Types, Design and Implementation— Group/Individual Incentive, Designing Incentive Scheme.	<b>15</b>
	<b>Total</b>	<b>55</b>

**Suggested Text Books:**

1. T. V. Rao: Readings in Human Resource Development, Oxford & IBH.
2. Joseph J. Martocchio: Strategic Compensation - A Human Resource Management Approach, Pearson.
3. Richard I Henderson: Compensation Management in a Knowledge—Based World, Pearson Education.
4. Debasish Biswas: Compensation Management, Abhijeet Publications.
5. D. A. Decenzo and S. P. Robbins: Human Resource Management, Prentice Hall of India.
6. Garry Dessler and Biju Varkkey: Human Resource Management, Pearson Education
7. Michael Armstrong: Handbook of Human Resource Management, Kogan Page.
8. V.S.P Rao: Human Resource Management, Text and Cases, Excel Books
9. A. K. Ghosh: Human Resource Management (with cases), Manas Publications

**Suggested Reference Books:**

1. M. Armstrong & T. Stephens: Employee Reward Management and Practice, Kogan Page.
2. M. Armstrong & D. Brown: Strategic Reward, Kogan Page.
3. R.O. Henderson: Compensation Management, Englewood Cliffs, Prentice Hall.
4. M. Armstrong and Murlis: Reward Management, Kogan Page.
5. Cascio: Costing Human Resource, Thomson Learning, India.
6. John Bramham: Human Resource Planning, Universities Press.
7. Paul Turner: HR Forecasting and Planning, CIPD.
8. Edward, Leek, et al.: Manpower Planning, Strategy and Techniques in Organizational Context, Wiley.
10. J.W. Walker: Human Resource Planning, Mc Graw Hill.
11. Debasish Biswas: The Romance of Human Resource Management, Himalaya Publication Limited, New Delhi.

<b>Course: MARKETING ANALYTICS</b>	
<b>Course Code: BBA 802A</b>	<b>Semester: VIII</b>
<b>Course Category: Major</b>	<b>MaximumMarks:100</b>

<b>Teaching Scheme</b>	<b>Examination Scheme</b>
Lecture: 3	End semester Exam:70
Tutorial: 1	Attendance:5
Practical: 0	ContinuousAssessment:25
Credit: 4	Practical/Seasonalinternalcontinuousevaluation:0
	Practical/Seasonalexternalexamination:0

SN	Cognitive Abilities	Course Outcome
BBA802 A.1	Remembering	<b>Understand</b> the basic concepts and <b>Familiarize</b> with key terms and metrics used in marketing analytics.
BBA802 A.2	Understanding	<b>Explain</b> various marketing analytics tools
BBA802 A.3	Applying	Apply analytics to overcome challenges, and issues of marketing in a changing technological landscape.
BBA802 A.4	Analysing	<b>Examine &amp; Utilize</b> analytics to boost apply analytics to overcome challenges, and issues of marketing in a changing technological landscape.
BBA802 A.5	Evaluating	Develop skills to create and interpret marketing dashboards and reports using tools like Excel, Tableau, or Power BI.
BBA802 A.6	Creating	Work on a comprehensive capstone project that involves real-world data analysis and the application of learned techniques to solve a marketing problem.

#### DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	Introduction to Marketing Analytics: Introduction, Using excel to summarize data	<b>5</b>
M2	Forecasting: Simple Linear Regression, Multiple Linear Regression to forecast sales.	<b>5</b>
M3	Pricing: Estimating Demand Curves, Price Bundling, Nonlinear Pricing, Price Skimming, Revenue Management.	<b>10</b>
M4	Consumer Analytics: Calculation of customer lifetime value, using Monte Carlo Simulation to calculate customer value	<b>10</b>
M5	Retailing: Market Basket Analysis, Lift, RFM Analysis, Allocating Retail Space and Sales Resources.	<b>10</b>
M6	Advertising: Measuring the effectiveness of advertisements, Pay Per Click Online Advertising.	<b>10</b>
	<b>TOTAL</b>	<b>50</b>

#### Suggested Text Books:

1. Mike Grigsby: Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques, Kogan Page
2. Moutusy Maity & Pavankumar Gurazada: Marketing Analytics, Oxford University Press
3. Sandhya Kuruganti & Hindol Basu: Business Analytics: Applications to Consumer Marketing, McGraw Hill Education

**Suggested Reference Books:**

1. Robert W. Palmatier, J. Andrew Petersen, Frank Germmann: Marketing Analytics Based on first principles, Bloomsbury Academic India.

<b>Course: FINANCIAL ANALYTICS</b>	
<b>Course Code: BBA 802B</b>	<b>Semester: VIII</b>
<b>Course Category: Major</b>	<b>Maximum Marks: 100</b>

<b>Teaching Scheme</b>	<b>Examination Scheme</b>
Lecture: 3	End semester Exam: 70
Tutorial: 1	Attendance: 5
Practical: 0	Continuous Assessment: 25
Credit: 4	Practical/Seasonal internal continuous evaluation: 0
	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
BBA802B.1	Remembering	<b>Define</b> the concept of advance financial management and risk analysis.
BBA802B.2	Understanding	<b>Interpret</b> the analysis of financial data using different statistical tools.
BBA802B.3	Applying	<b>Articulate</b> the financial services on the basis of machine learning and artificial intelligence.
BBA802B.4	Analysing	<b>Illustrate</b> the model on optimal portfolio selection and Risk-Return Trade-off & Quadratic Utility.
BBA802B.5	Evaluating	<b>Assessing</b> the risk in Capital Budgeting in the contest of Sensitivity Analysis. Scenario Analysis, Simulation Analysis. Decision Tree for Investment Decision
BBA802B.6	Creating	<b>Develop</b> financial model using various software tools like Excel, Python, Power BI.

#### DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	<b>Introduction to Financial Analytics: -</b> Meaning of Financial Analytics. Role of a financial Analyst in an organization. News Analytics and Sentiment analysis in Finance. Data Driven Financial Decision.	<b>3</b>
M2	<b>Portfolio Analysis: -</b> Meaning of Portfolio, Portfolio Management. Portfolio Return and Risk in two asset case. Portfolio Risk-Return Analysis in two asset case. Optimal Portfolio, Minimum Variance Portfolio. Efficient Portfolio, Markowitz Model, Efficient Frontier Curve. Capital Allocation Line (CAL). Lending and Borrowing at CAL. CAPM model- Assumption, Characteristics Line, Security Market Line (SML). CML v/s SML.	<b>11</b>
M3	<b>Risk Analysis in Capital Budgeting: -</b> Nature of Risk, Statistical Technique for Risk Analysis. Conventional Technique for Risk Analysis. Sensitivity Analysis. Scenario Analysis, Simulation Analysis. Decision Tree for Investment Decision.	<b>5</b>
M4	<b>Analysis of Financial Data Using Statistical Tools: -</b> Application of Statistical tools in finance. Application of Probability in Finance. Application of Time Series in finance. Normal, Lognormal distribution properties Data visualization, Understanding data in finance, cleaning and pre-processing of data, Application of software on different	<b>11</b>

	forms of financial data set- Time Series and Cross-Sectional Data.	
M5	<b>Financial Modelling: -</b> Introduction to Basic Financial Functions in Excel, Discounted Cash flows, Annuity, PMT, PV, NPV, IRR, Financial modelling using Ratios, income statement and financial statements using Excel.	<b>10</b>
M6	<b>Application of Data Science across Financial Services: -</b> Learn about Financial Data Analytics with respect to Data Science in Financial Services, Artificial Intelligence and Machine Learning in Financial Services, Usage of AI in Algorithmic Stock Trading, Automated Robo-Advisors, Fraud Detection and Prevention.	<b>10</b>
	<b>Total</b>	<b>50</b>

**Suggested Text Book:**

1. M. J., & Hugen, D. L.: Financial analytics with R: building a laptop laboratory for data science Bennett, Cambridge University Press.
2. Y. Hilpisch: O'Reilly Python for Finance: Analyze big financial data, Media, Inc."
3. Consoli, S., Reforgiato Recupero, D., & S.: Data Science for Economics and Finance. Methodologies and Applications, Springer Nature.
4. I. Aldridge, and Avellaneda, M. John: Big data science in finance- Wiley & Sons.
5. J. Lukomnik and J.P. Hawley: Moving Beyond Modern Portfolio Theory- Investing that Matters, Routledge.

**Suggested Reference Book:**

1. F.K. Reilly and K.C. Brown: Investment Analysis and Portfolio Management., Cengage Learning.
2. Rees, M. John: Principles of financial modelling: model design and best practices using Excel and VBA. Wiley & Sons.
3. I.M. Pandey: Financial Management, Pearson
4. P. Chandra: Financial Management. Tata McGraw-Hill Education.

<b>Course: HUMAN RESOURCE ANALYTICS</b>	
<b>Course Code: BBA 802C</b>	<b>Semester: VIII</b>
<b>Course Category: Major</b>	<b>Maximum Marks: 100</b>

<b>Teaching Scheme</b>	<b>Examination Scheme</b>
Lecture: 3	End semester Exam: 70
Tutorial: 1	Attendance: 5
Practical: 0	Continuous Assessment: 25
Credit: 4	Practical/Seasonal internal continuous evaluation: 0
	Practical/Seasonal external examination: 0

SN	Cognitive Abilities	Course Outcome
BBA 802C.1	Remembering	<b>Finding</b> the fundamental concepts and terminology related to HR analytics
BBA 802C.2	Understanding	<b>Describe</b> how HR analytics can be used to improve employee engagement and retention.
BBA 802C.3	Applying	<b>Demonstrate</b> the ability to apply HR analytics tools and techniques to real-world scenarios.
BBA 802C.4	Analysing	<b>Conduct</b> a detailed analysis of employee turnover data to identify root causes and suggest interventions.
BBA 802C.5	Evaluating	<b>Assess</b> the impact of a new training program on employee performance and satisfaction using statistical methods.
BBA 802C.6	Creating	<b>Develop</b> a predictive model to forecast future hiring needs based on organizational growth and employee turnover rates.

#### DETAILED SYLLABUS:

MODULE	NAME OF THE TOPIC	Hours
M1	Understanding HR analytics: Definition, Understanding the need, Human capital data storage, Current state of HR analytic professional and academic training, HR analytics and HR people strategy, Becoming a persuasive HR function, Usage, ethics and limitations.	8
M2	Basic concepts, module and application of HR information systems and data.	8
M3	Analysis strategies: From descriptive reports to predictive analytics, Statistical significance, Data integrity, Types of data, Concept of Independent-Dependent variable, When to use which test.	8
M4	Employee attitude surveys – engagement and workforce perceptions: What is employee engagement. How do we measure employee engagement, Interrogating the measures, Cases.	6
M5	Predicting employee turnover: Employee turnover and why it is such an important part of HR management information, Descriptive turnover analysis, measuring turnover at individual or team level, Exploring differences in both individual and team-level turnover, Cases.	6
M6	Predicting employee performance: Method and measure to indicate performance, Cases.	4
M7	Recruitment and selection analytics: Reliability and validity of selection methods, Human bias in recruitment selection, Cases.	4

M8	HR Metrics –Defining metrics, Demographics, data sources and requirements, Types of data, tying data sets together, Difficulties in obtaining data, ethics of measurement and evaluation. Human capital analytics continuum.	4
M9	Concepts of HR Dashboards, Statistical software used for HR analytics.	2
	<b>Total</b>	<b>50</b>

**Suggested Text Books:**

1. Dipak Kumar Bhattacharyya: HR Analytics: Understanding Theories and Applications, SAGE Publications India
2. Martin Edwards, Kirsten Edwards: Predictive HR Analytics: Mastering the HR Metric, Kogan Page
3. Shonna D. Waters, Valerie N. Streets, Lindsay McFarlane, and Rachael Johnson-Murray: The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions, SHRM (Society for Human Resource Management)
4. Tracey Smith: HR Analytics Handbook, Numerical Insights LLC
5. Thomas H. Davenport, Jeanne Harris, and Jeremy Shapiro: Competing on Talent Analytics, Harvard Business Review Press

**Suggested Reference book:**

1. Bernard Marr: Data-Driven HR: How to Use Analytics and Metrics to Drive Performance, Kogan Page
2. Jean Paul Isson and Jesse S. Harriott: People Analytics in the Era of Big Data: Changing the Way You Attract, Acquire, Develop, and Retain Talent, Wiley
3. "The New HR Leader's First 100 Days: How to Start Strong, Hit the Ground Running & Achieve Success Faster as a New Human Resources Manager, Director or VP" by Alan Collins, Success in HR