BBA Programme

R25 Regulations

for BBA, BBA (Business Analytics) and BBA (Computer Applications)

Under the aegis of all Universities in the State of Telangana

From the Academic Year 2025-26 Onwards

BBA Programme - Course Structure

Semester I

Sl. No.	COURSE CATEGORY	COURSE TITLE	CREDITS
1	Major Core	Principles & Practices of Management	5
2	Major Core	Basics of Business Economics	5
3	Major Core	Fundamentals of Marketing	5
4	First Language	English	5
5	Second Language	Telugu/Hindi/Urdu etc	5
			25

Semester II

Sl. No.	COURSE CATEGORY	COURSE TITLE	CREDITS
1	Major Core	Financial Accounting	5
2	Major Core	Organizational Behaviour	5
3	Major Core	Business Statistics	5
4	First Language	English	5
5	Second Language	Telugu/Hindi/Urdu etc	5
			25

Semester III

Sl. No.	COURSE CATEGORY	COURSE TITLE	CREDITS
1	Major Core	Fundamentals of Human Resource Management	5
2	Major Core	Business Law and Ethics	5
3	Major Core	Fundamentals of Financial Management	5
4	First Language	English	5
5	Second Language	Telugu/Hindi/Urdu etc	5
			25

Semester IV

Sl. No.	COURSE CATEGORY	COURSE TITLE	CREDITS
1	Major Core	Operations Management	5
2	Major Core	Operations Research	5
3	Major Core	Basics of Python Programming	5
4	First Language	English	5
5	Second Language	Telugu/Hindi/Urdu etc	5
			25

Semester V

Sl. No.	COURSE CATEGORY	COURSE TITLE	CREDITS
1	Major Core	Business Research Methods	5
2	Major Core	**Marketing**: Product Management **Finance**: Security Analysis **Human Resource**: Training & Development **Business Analytics****: Business Intelligence with Machine Learning **Computer Applications*****: Data Driven Decision Making	5
3	Multi – Disciplinary Course*		4
4	SEC 1	(Communication Skills / Professional Development Skills/ Entrepreneurship & Startups)	2
5	SEC 3	Fundamentals of AI Tools/ Ability Skills (Competitive Mathematics)	2
6	Value Added Course	Environmental Science / Cyber Security & Cyber Laws	3
			21

Semester VI

Sl. No.	COURSE CATEGORY	COURSE TITLE	CREDITS
1	Major Core	Strategic Management	5
2	Major Core	**Marketing**: Retail Marketing / Services Marketing **Finance**: International Finance/ Financial Modelling **Human Resource**: Talent Management / Performance Management **Business Analytics****: Functional Analytics/ Data Visualization using Tableau & Power BI **Computer Applications*****: Basics of AI & ML / E-Business	5

3	SEC 2	(Communication Skills / Professional Development Skills/ Entrepreneurship & Startups)	2
4	SEC 4	Spreadsheet Modelling / Data Story Telling	2
5	Value Added Course	Cyber Security & Cyber Laws / Environmental Science	3
5	Internship / Project		4
			21

Note:

1. **All the courses listed above are for BBA, BBA (Computer Applications) and BBA (Business Analytics) Programmes.**
2. * Indicates that the course is Multidisciplinary and the student need to opt from the list of courses offered by other streams.
3. ** Indicates that this course is exclusively for the students who took admission in BBA (Business Analytics) Programme.
4. *** Indicates that this course is exclusively for the students who took admission in BBA (Computer Applications) Programme.
5. A BBA student who chooses Marketing as a major course in Semester V must continue with Marketing core courses in Semester VI. The same applies to students opting for Finance or Human Resource specializations.
6. Dept. of Business Management will offer **Fundamentals of Advertising** course as Multidisciplinary Course to other stream of students.

BBA I SEMESTER
PRINCIPLES & PRACTICES OF MANAGEMENT

CREDITS: 5 **Marks: 80 + 20**

Course Objectives:

- To define management, its nature, scope, and dual role as an art and science, and identify managerial roles and functions.
- To examine the evolution of management theories and understand planning types, processes, and decision-making steps.
- To analyze principles of organizing, types of organizational structures, authority, responsibility, delegation, and decentralization.
- To study staffing processes, directing techniques, communication channels, and control mechanisms.
- To explore digital transformation, data-driven decision-making, remote work, ethical management, and sustainability.

Course Outcomes: Students will be able to

- Explain management concepts, its art-science duality, and managerial roles and functions.
- Assess management theories and apply planning types and decision-making processes.
- Evaluate organizational structures and implement authority, responsibility, delegation, and decentralization.
- Execute staffing, directing, communication, and control processes effectively.
- Address digital transformation, data-driven decisions, remote work, ethical practices, and sustainability in management.

Unit I – Introduction to Management

Definition, Nature & Scope of Management; Management as both art and science; distinction between managers and administrators; Managerial Roles & Skills; Functions of Management.

Unit II – Management Thought & Fundamentals of Planning

Evolution of Management Thought: Classical (Taylor, Fayol, Max Weber), Human Relations (Mayo), Behavioral (McGregor), Systems & Contingency approaches; Planning: Importance, Objectives, Steps, Types (strategic, tactical, operational), MBO; Decision-Making: Meaning, Steps in process.

Unit III – Organizing

Organizational Structure: Principles of organizing, Formal vs informal, common organizational structures, departmentalization, line–staff authority, span of control ; Authority & Responsibility; Delegation & Decentralization.

Unit IV –Staffing, Directing & Controlling

Staffing: Recruitment, Selection, Induction & Orientation; Directing: Meaning, Elements, Importance, Supervision, Coordination; Communication: Process, channels, barriers; Control Mechanisms: Types of control, Steps and Challenges.

Unit V – Contemporary Challenges & Trends

Digital Transformation in Management: Meaning and Scope; Data Driven Decision Making: Meaning and Significance; Remote Work and Hybrid Teams; Ethics in Management; Sustainability: Meaning and Importance.

Suggested Reference Books

- Koontz, H., & Weihrich, H. (2016). *Essentials of management*. Tata McGraw-Hill.
- Prasad, L. M. (2020). *Principles and practice of management*. Sultan Chand & Sons.
- Robbins, S. P., Bergman, R., Stagg, I., & Coulter, M. (2014). *Management*. Pearson.
- Ramasamy, T. (2018). *Principles of management*. Mumbai: Himalaya Publishing House.
- Schermerhorn, J. R., & Bachrach, D. G. (2016). *Introduction to management* (13th ed.). Wiley.
- Tripathi, P. C., & Reddy, P. N. (n.d.). *Principles of management*. Tata McGraw-Hill Education.

BBA I SEMESTER
BASICS OF BUSINESS ECONOMICS

CREDITS: 5 **Marks: 80+20**

Course Objectives:

- To define business, profession, and employment, and evaluate sole proprietorship, partnership, Cooperatives and company forms.
- To outline business economics, its scope, and concepts of scarcity, choice, opportunity cost, and marginalism.
- To analyze demand, its determinants, law of demand, elasticities, and forecasting methods.
- To examine production functions, cost classifications, and break-even analysis.
- To study market structures, pricing strategies, and inflation.

Course Outcomes: Students will be able to

- Distinguish business, profession, and employment, and assess business organization forms.
- Apply scarcity, choice, opportunity cost, and marginalism in economic decisions.
- Evaluate demand, its law, elasticities, and forecasting techniques.
- Analyze production, costs, and break-even points.
- Identify market structures, pricing strategies, and inflation effects.

Unit I – Introduction to Business

Concepts of Business, Profession, Employment; Forms of Business Organization: Sole Proprietorship, Partnership, Cooperatives and Company Form – Characteristics, Advantages and Disadvantages.

Unit II – Basic Economic Concepts

Business Economics: Definition, Nature & Scope of Business Economics; Micro vs Macro perspectives, Relationship with other disciplines; Scarcity, Choice, Opportunity cost, Incremental cost, marginalism, equi-marginal principle;

Unit III –Demand Analysis

Demand Concepts: determinants, law of demand, movement vs shift, price/ income/ substitution effects; Elasticities: price, income, cross; Demand Forecasting: Methods.

Unit IV –Production & Cost Analysis

Production Function: short- and long-run concepts, law of variable proportions, returns to scale; Cost Concepts & Classification: fixed/ variable, average/ marginal, sunk, opportunity cost; Break-Even Analysis (BEP): Definition.

Unit V – Market Structures & Pricing Strategies

Market Types: features of perfect competition, monopoly, monopolistic competition, oligopoly; Pricing strategies; Inflation: Definition.

Suggested Reference Books

- Dwivedi, D. N. (1980). *Managerial economics*. Vikas Publishing House.
- Maheshwari, Y. (2012). *Managerial Economics*. PHI Learning Pvt. Ltd..

- Mehta, P. L. (1995). *Managerial Economics: Analysis, Problems and Cases*. Sultan Chand & Sons.
- Ahuja, H. L. (2017). *Business economics* (9th ed.). S. Chand & Company.
- Varshney, R. L., & Maheshwari, K. L. *Managerial economics*. New Delhi: Sultan Chand & Sons.

BBA I SEMESTER
FUNDAMENTALS OF MARKETING

CREDITS: 5 **Marks: 80+20**

Course Objectives:

- To define marketing, its core concepts, and distinguish it from selling, addressing marketing myopia.
- To evaluate micro/macro marketing environments and apply consumer market segmentation, targeting, and positioning.
- To analyze product classifications, life cycle management, and pricing methods.
- To assess integrated marketing communications, distribution channel design, and logistics.
- To examine online marketing, social media, CRM, PRM, and green marketing practices.

Course Outcomes: Students will be able to

- Define marketing, distinguish it from selling, and recognize marketing myopia.
- Analyze marketing environments and execute segmentation, targeting, and positioning.
- Classify products, manage product life cycles, and apply pricing strategies.
- Implement promotion strategies and design distribution channels and logistics.
- Utilize online marketing, social media, CRM, PRM, and sustainable marketing.

Unit I – Introduction to Marketing

Foundations of Marketing: Definitions, core marketing concepts: Needs, wants and demand, evolution of Marketing; marketing vs selling & Marketing Myopia; Marketing Mix.

Unit II – Marketing Environment and Segmentation

Marketing Environment: Micro/ macro factors; Segmentation: Definition, Bases for consumer market segmentation; Targeting – Definition, Key Factor Considerations & Positioning.

Unit III – Marketing Mix: Product & Pricing Strategies

Product: Product levels, classification; Product Life Cycle Management; Pricing Strategies: setting the price, pricing methods, factors influencing pricing.

Unit IV – Marketing Mix: Promotion &Place decisions

Integrated Marketing Communications (IMC): meaning, elements of IMC; Advertising, Sales promotion, Public relations; Distribution Channels: Role, design, intermediaries; Logistics: Introduction;

Unit V –Emerging Trends in marketing

Online Marketing; Social Media – Role and Significance; CRM, PRM, Experiential Marketing, Green and Sustainable Marketing Practices.

Suggested Reference Books

- Kotler, P., Armstrong, G., & Agnihotri, P. (2018). *Principles of marketing* (17th ed.). Pearson Education.

- Kotler, P., Armstrong, G., Agnihotri, P., & Haque, E. U. *Principles of marketing*. Pearson Education/Prentice Hall of India.
- Saxena, R. *Marketing management*. Tata McGraw-Hill.
- Ramaswamy, V. S., & Namakumari, S. (2018). *Marketing management: Global perspective Indian context*. Macmillan Publishers India Limited.
- Lamb, C. W., Hair, J. F., Sharma, D., & McDaniel, C. (2016). *Principles of marketing: A South Asian perspective*. Cengage Learning.

BBA II SEMESTER
FINANCIAL ACCOUNTING

CREDITS: 5 **Marks: 80+20**

Course Objectives:

- To define financial accounting, its scope, users, characteristics, and GAAP/IFRS principles.
- To outline the accounting cycle, double-entry system, and trial balance with error detection.
- To apply accrual accounting, adjusting entries, and prepare trading, profit & loss, and balance sheet.
- To analyze cash management, depreciation, provisions, reserves, and company accounting.
- To evaluate regulatory reporting, bank reconciliation, cash flow, ratio analysis, and accounting systems.

Course Outcomes: Students will be able to

- Define financial accounting and apply GAAP/IFRS principles.
- Execute accounting cycle, journal entries, and trial balance with error correction.
- Apply accrual principles and prepare financial statements.
- Manage cash, depreciation, provisions, and basic corporate accounts.
- Perform regulatory reporting, bank reconciliation, cash flow, and ratio analysis using accounting systems.

Unit I – Foundations & Conceptual Framework

Nature, purpose & scope of financial accounting; Users of accounting information (internal/external); qualitative characteristics; Accounting Principles, concepts, and conventions; overview of GAAP/IFRS; Role of accountants.

Unit II – Accounting Cycle

Accounting Cycle: Concept and Steps; Source documents; Double-entry system: journal entries, ledger posting, and T - accounts; Preparation of trial balance, and detecting errors and their correction.

Unit III – Adjustments & Financial Statement Preparation

Accrual accounting principles: revenue recognition, matching concept; Adjusting entries: prepaid expenses, accrued revenues, depreciation, bad debts; Trading account, Profit & Loss Account and Balance sheet.

Unit IV – Cash, Bank & Special Accounting Issues

Cash and cash equivalents: definitions, internal control, petty cash systems ;Depreciation methods and accounting; provision and reserves; Introduction to company accounting: equity and liability transactions, share capital, basic corporate final accounts.

Unit V – Reporting, Analysis & Contemporary Trends

Legal requirements: regulatory reporting, audit basics, and disclosure norms; Bank reconciliation statements, cash flow analysis, and interpreting key financial data; Introduction to ratio analysis, financial performance evaluation; Basics of computerized accounting; Introduction to Accounting Information Systems.

Suggested References books:

- Porter, G. A., & Norton, C. L. (2001). Financial accounting: The impact on decision makers. South Western Publishing.
- Grewal, T. S., & Gupta, S. C. (2003). *Introduction to Accountancy*. S. Chand Publishing.
- Maheshwari, S. N., Maheshwari, S. K., & Maheshwari, S. K. (2018). *Accounting for management* (4th ed.). New Delhi: Vikas Publishing House.
- Jain, S. P., & Narang, K. L. *Advanced accountancy*. Kalyani Publishers.
- Narayanaswamy, R. (2022). *Financial accounting: A managerial perspective*. PHI Learning Pvt. Ltd.
- Arora, R. K. (2018). *Financial accounting: Fundamentals, analysis and reporting* (2nd ed.). Wiley.
- Shah, P. (2014). *Basic financial accounting for management*. Oxford University Press.

BBA II SEMESTER
ORGANIZATIONAL BEHAVIOUR

CREDITS: 5 **Marks: 80+20**

Course Objectives:

- To define organizational behaviour, its scope, and apply autocratic, custodial, supportive, collegial, and system-oriented models.
- To examine personality traits, attitudes, perception, biases, and attribution theories.
- To analyze motivation theories, leadership styles, and ethical leadership.
- To evaluate group dynamics, communication, and conflict processes.
- To assess organizational culture, change management, diversity, and digital-era OB.

Course Outcomes: Students will be able to

- Define OB and apply its models (autocratic, custodial, supportive, collegial, system-oriented).
- Assess personality, attitudes, perception, biases, and attribution theories.
- Apply motivation theories and leadership styles.
- Analyze group formation, communication barriers, and conflict types.
- Evaluate culture, change strategies, diversity, and OB in digital and remote settings.

Unit I – Foundations of Organizational Behaviour

Concept, Nature & Scope of OB; multidisciplinary foundations (psychology, sociology, anthropology) Models of OB: Autocratic, custodial, supportive, collegial, and system-oriented.

Unit II – Individual Behaviour

Personality and Attitudes – Meaning of personality – Traits Theory, MBTI, Big Five, Attitude: Meaning, Components; Johari Window; Perception and Attribution: Nature and importance of Perception – Perceptual Process, Biases, Bounded Rationality; Ethical Dilemmas; Attribution Theories.

Unit III – Motivation & Leadership

Motivation Theories: Maslow, Theory X/Y, ERG, Herzberg, McClelland, Vroom, goal-setting, self-efficacy; Leadership Styles, Transactional Leadership, Transformational Leadership, Servant leadership; Ethical & Responsible Leadership.

Unit IV – Group & Interpersonal Dynamics

Group Behaviour & Teams: Formation stages, roles, norms, cohesiveness, team effectiveness, cross-cultural teams ; Communication & Interpersonal Skills: Channels, barriers; Conflict in Organizations: Functional vs dysfunctional conflict, conflict process.

Unit V – Organisational Culture, Change & Contemporary Trends

Culture: Definition, functions, cultural dimensions (Schein, Hofstede); Change Management: Forces/drivers of change, resistance strategies, Lewin's 3-step model; Contemporary Topics: Managing diversity/ inclusion, Role of OB in digital era, Remote Teams; Ethics & Well-Being.

Suggested Reference Books

- Robbins, S. P., Judge, T. A., & Vohra, N. (2019). *Organizational behaviour by Pearson 18e*. Pearson Education India.
- Luthans, F. *Organizational behavior*. McGraw-Hill.
- Rao, V. S. P., & Narayana, P. S. *Organization theory and behavior*. Konark Publishers.
- Prasad, L. M. *Organizational theory and behavior*. Sultan Chand & Sons.
- Aswathappa, K. *Organizational behavior*. Himalaya Publishing House.
- Hitt, M. A. (2009). *Management*. Pearson Education India.
- Luthans, F. (2009). *Organizational behaviour* (10th ed.). McGraw-Hill.
- McShane, S. L., & Von Glinow, M. A. (2008). *Organizational behaviour* (3rd ed.). Tata McGraw-Hill.
- Nelson, D. L., & Quick, J. C. (2008). *Organizational behaviour* (3rd ed.). Thomson Learning.

BBA II SEMESTER
BUSINESS STATISTICS

CREDITS: 5 **Marks: 80+20**

Course Objectives:

- To define statistics, its scope, limitations, and applications, and construct frequency distributions and graphical presentations.
- To calculate measures of central tendency, dispersion, skewness, and kurtosis.
- To analyze correlation types and apply simple linear regression using the least squares method.
- To examine time series components and estimate trends, and construct price and quantity index numbers.
- To introduce basic probability concepts, Central Limit Theorem, and sampling techniques.

Course Outcomes: Students will be able to

- Explain statistics, its applications, and create frequency distributions and graphical representations.
- Compute mean, median, mode, geometric mean, harmonic mean, dispersion measures, skewness, and kurtosis.
- Evaluate correlation and apply simple linear regression for best-fit lines.
- Analyze time series trends and calculate Laspeyres, Paasche, and Fisher indices.
- Apply probability concepts, Central Limit Theorem, and sampling techniques.

Unit I – Introduction, Data Collection & Presentation

Meaning, scope, limitations, applications of statistics; Population vs. Sample; Need for data, Types of data, primary & secondary data; survey vs. census; Data classification and tabulation; constructing frequency distributions; Graphical presentation: bar, pie, line, histograms, frequency polygons.

Unit II – Measures of Central Tendency & Dispersion

Central tendency: Mean (simple/weighted), median, mode, geometric mean, harmonic mean; partition values (quartiles); Dispersion measures: Range, interquartile range, quartile deviation, mean deviation, variance, standard deviation, coefficient of variation; skewness and kurtosis.

Unit III – Correlation & Regression Analysis

Correlation: scatter plots, types (positive/negative), Karl Pearson’s r, Spearman’s rank correlation, coefficient of determination; Simple linear regression: Least Square Method; lines of best fit, slope/intercept interpretation.

Unit IV – Time Series & Index Numbers

Time series analysis: components—trend, seasonal, cyclical, irregular; Trend estimation methods: moving averages, semi-average, least-squares trend line; Index numbers: price, quantity, indices; Laspeyres, Paasche, Fisher.

Unit V – Introduction to Probability & Sampling

Basic probability concepts: Events, Types, Conditional, Marginal, Joint Probability; Central Limit Theorem ; Addition and multiplication Theorem; Bayes’ theorem (introduction – no problems); Sampling techniques.

Suggested Reference Books

- Gupta, S. P. (2018). *Statistical methods*. Sultan Chand & Sons.
- Gupta, C. B. (2009). *An introduction to statistical methods*. Vikas Publishing House.
- Gupta, S. C., & Kapoor, V. K. (2020). *Fundamentals of mathematical statistics*. Sultan Chand & Sons.
- Sharma, J. K. (2012). *Business statistics*. Pearson Education India.
- Gupta, S. C. (2019). *Fundamentals of statistics* (7th ed.). Himalaya Publishing House.
- Sharma, J. K. (2007). *Business statistics* (2nd ed.). Pearson Education.
- Arora, P. N., Arora, S., & Arora, A. (2009). *Managerial statistics* (1st ed.). S. Chand.
- Sharma, J. K. (n.d.). *Business statistics*. Pearson Education.
- Keller, G. *Statistics for management and economics*. Cengage Learning.
- Bhardwaj, R. S. *Business statistics*. Excel Books.
- Singh, J. K. *Business mathematics*. Himalaya Publishing House.

BBA SEMESTER III

FUNDAMENTALS OF HUMAN RESOURCE MANAGEMENT

CREDITS: 5 **Marks: 80 + 20**

Course Objectives:

1. To develop an understanding of the nature, scope, functions, and evolving context of Human Resource Management.
2. To develop an understanding of Human Resource Planning, job analysis, and job design processes in organizations.
3. To develop an understanding of recruitment and selection processes in organizations.
4. To develop an understanding of employee orientation, training, and development processes in organizations.
5. To develop an understanding of performance appraisal and compensation management in organizations.

Course Outcomes: Students will be able to:

1. Explain HRM concepts, models, roles, and contemporary challenges in organizations.
2. Explain the HRP process and apply job analysis and job design concepts in organizational contexts.
3. Assess recruitment and selection practices and evaluate their role in achieving organizational effectiveness.
4. Understand orientation and training practices and evaluate their effectiveness in employee development.
5. Explain performance appraisal methods and compensation management practices in organizations.

Unit-I: Understanding Human Resource Management

Nature of HRM, Scope of HRM, HRM: Functions and Objectives, Evolution of HRM in India. HRM Models, Human Capital Management. HRM and Its Environment, Role of HR Manager, Challenges of HRM, Contemporary Issues in HRM.

Unit-II: Human Resource Planning, Job Analysis & Job Design

Nature of HRP, Importance of HRP, Factors Affecting HRP, The HRP Process-Human Resource Information System-Uses, Job Analysis-The process of Job Analysis - Methods-Purpose of Job Analysis –Job Design-Factors Affecting Job Design-Job Design Approaches.

Unit-III: Recruitment and Selection

Nature of Recruitment-Purpose and Importance-Factors Governing Recruitment-Recruitment Process-Moonlighting-E-Recruiting; Nature of Selection-Selection as a

Source of Competitive Advantage-Organisation for Selection-Selection Process-Barriers to Effective Selection.

Unit-IV: Orientation, Training & Development

Orientation-Purpose of Orientation Programme-Requisites-Evaluation and Problems of Orientation-Nature of Training and Development-The Training Process-Techniques-Effective Training, Evaluation of Training.

Unit-V: Performance Appraisal & Compensation Management

Nature of Performance Appraisal-Objectives of Performance Appraisal-Appraisal Process-Methods of Performance Appraisal.

Compensation Management-Concepts-Dimensions.

Suggested Reference Books

1. **DeCenzo, D. A., Robbins, S. P., & Verhulst, S. L.** (2016). *Fundamentals of human resource management* (12th ed.). Wiley India.
2. **Dessler, G., & Varrkey, B.** (2020). *Human resource management* (16th ed.). Pearson Education.
3. **Aswathappa, K.** (2023). *Human resource management: Text and cases* (9th ed.). McGraw Hill India.
4. **Chhabra, T. N.** (2022). *Human resource management: Concepts and issues*. Dhanpat Rai & Co.
5. **Gupta, C. B.** (2020). *Human resource management: Text and cases*. Sultan Chand & Sons.
6. **Jyothi, P., & Venkatesh, D. N.** (2023). *Human resource management* (3rd ed.). Oxford University Press.
7. **Khanka, S. S.** (2019). *Human resource management (text and cases)*. S. Chand & Company.
8. **Rao, V. S. P.** (2020). *Human resource management* (2nd ed.). Taxmann Publications.

BBA SEMESTER III

BUSINESS LAW AND ETHICS

CREDITS: 5 **Marks: 80 + 20**

Course Objectives:

1. To understand the fundamentals of Business Laws and key provisions of the Indian Contract Act, 1872.
2. To understand the legal framework governing sale of goods under the Sale of Goods Act, 1930.
3. To understand consumer protection and basic concepts of intellectual property under the Consumer Protection Act, 1986.
4. To understand company management, meetings, and winding up under the Companies Act, 2013.
5. To understand business ethics and Corporate Social Responsibility (CSR).

Course Outcomes: Students will be able to:

1. Explain contract essentials and remedies for breach under the Indian Contract Act, 1872.
2. Explain sale of goods provisions and rights of an unpaid seller under the Sale of Goods Act, 1930.
3. Describe consumer rights, redressal mechanisms, and basic intellectual property concepts under the Consumer Protection Act, 1986.
4. Explain roles of directors, company meetings, and winding up procedures under the Companies Act, 2013.
5. Explain ethical principles and the role of CSR in business.

Unit - I: Introduction to Business Laws & Indian Contract Act 1872:

Meaning, nature and scope of Business law, Sources of Business laws, Overview on Indian legal system.

Offer, Acceptance & Consideration – Definition – Essentials of Valid Offer, Acceptance and Consideration.

Nature of business Agreement and Contract - Essentials of a valid contract - Types of contracts - Breach of Contract - Remedies for Breach

Unit - II: Sale of Goods Act:

Contract of Sale: Essentials of Valid Sale - Sale and Agreement to Sell - Goods: Definition and Types - Sale of Goods Act 1930 – Conditions and Warranties – Cavet Emptor – Exceptions – Unpaid Seller – Rights of Unpaid Seller.

Unit - III: Consumer Protection Act and Intellectual Property:

Consumer Protection Act 1986: Definition of Consumer - Person - Goods - Service - Consumer Dispute - Consumer Protection Councils - Consumer Dispute Redressal Agencies – Appeals

Trademarks: Definition – Registration. Patents: Definition - Kinds of Patents. Copy Rights: Definition - Rights of the Copyright Owner

Unit – IV: Management of Companies, Meetings and Winding Up:

Director & Managing Director: Qualification - Position - Appointment – Duties – Disqualification- Removal and Liabilities.
Company Meetings: Types and Requisites of Meeting
Winding up: Meaning - Modes of Winding Up

Unit – V: Business Ethics and Corporate Social Responsibility:

Business Ethics - levels of Business Ethics. Five Myths about Business Ethics - stages of Moral development, Kohlberg's study - Carol Gilligan's Theory - Principles of Ethics. Corporate Social Responsibility – Concept, Significance, CSR under Companies Act 2013 – ESG Framework - Accountability.

Suggested Reference Books:

1. **Miller, R. L.** (2022). *Business law today: Comprehensive* (13th ed.). Cengage Learning.
2. **Meiners, R. E., Ringleb, A. H., & Edwards, F. L.** (2023). *The legal environment of business* (14th ed.). Cengage Learning.
3. **Bangia, R. K.** (2024). *Indian contract act* (17th ed.). Allahabad Law Agency.
4. **Gulshan, S. S.** (2023). *Business law* (7th ed.). Excel Books.
5. **Kapoor, N. D.** (2020). *Elements of mercantile law*. Sultan Chand & Sons.
6. **Kuchhal, M. C., & Kuchhal, V.** (2023). *Mercantile law* (9th ed.). Vikas Publishing House.
7. **Singh, A.** (2022). *Principles of mercantile law* (11th ed.). Eastern Book Company.
8. **Tulsian, P. C., & Tulsian, B.** (2023). *Business law* (4th ed.). McGraw Hill India.

BBA SEMESTER III

FUNDAMENTALS OF FINANCIAL MANAGEMENT

CREDITS: 5 **Marks: 80 + 20**

Course Objectives:

1. To understand the fundamentals of finance, financial management, and time value of money.
2. To understand financing decisions, capital structure, leverage, and cost of capital.
3. To understand investment decisions and capital budgeting techniques.
4. To understand concepts and management of working capital.
5. To understand dividend decisions and dividend policy theories.

Course Outcomes: Students will be able to:

1. Explain financial concepts, functions, and compute time value of money.
2. Analyze capital structure, leverage, and calculate cost of capital.
3. Evaluate investment proposals using capital budgeting techniques.
4. Estimate working capital requirements and compute operating cycle.
5. Explain dividend policies and assess their impact on firm value.

Unit - I: Introduction to Finance:

Meaning of Finance – Money & Finance - Business Finance – Finance Function – Organization Structure of Finance - Financial Management – Goals of Financial Management– Financial Decisions – Role of a Financial Manager. Time Value of Money –Future value and Present Value.

Unit - II: Financing Decision:

Meaning, Importance of Finance Structure and Capital Structure; Classification of Capital Structure; Factors Influencing Capital Structure – Optimum Capital Structure; EBIT- EPS Analysis. Leverages: Operating, Financial and Combined Leverages. Cost of Capital: Concept and Importance; Types of Cost of Capital (Simple Problems).

Unit - III: Investment Decision:

Meaning and Importance of Capital Budgeting – Features – Process – Techniques of Capital Budgeting -Concept and Computation of Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return and Profitability Index. (Simple Problems)

Unit - IV: Working Capital Management:

Concepts and Significance of Working Capital–– Types of Working Capital- Determinants of Working Capital - Sources of Working Capital – Types of Working

Capital – Calculating operating cycle period and Estimation of Working Capital Requirements (Simple Problems).

Unit - V: Dividend Decision:

Dividend - Meaning and Types; Dividend policy: Meaning and Objectives- Issues Involved in Dividend Policy-Determinants of Dividend Policy – Types of Dividend Policy –Dividend Policy and Value of Firm- Relevance theory-Water's Model-Gordon's Model- Irrelevance Theory- MM hypothesis (Descriptive).

Suggested Reference Books:

1. **Brigham, E. F., & Houston, J. F.** (2021). *Fundamentals of financial management* (16th ed.). Cengage Learning.
2. **Ross, S. A., Westerfield, R. W., & Jaffe, J.** (2023). *Corporate finance* (13th ed.). McGraw Hill.
3. **Van Horne, J. C., & Wachowicz, J. M.** (2020). *Fundamentals of financial management* (13th ed.). Pearson Education.
4. **Chandra, P.** (2019). *Financial management: Theory and practice* (10th ed.). McGraw Hill India.
5. **Khan, M. Y., & Jain, P. K.** (2018). *Financial management: Text, problems and cases* (8th ed.). McGraw Hill India.
6. **Maheshwari, S. N.** (2019). *Financial management: Principles and practice* (15th ed.). Sultan Chand & Sons.
7. **Pandey, I. M.** (2021). *Financial management* (12th ed.). Vikas Publishing House.
8. **Rustagi, R. P.** (2022). *Financial management: Theory, concepts and problems* (7th ed.). Taxmann Publications.
9. **Shashi, K. G., & Sharma, R. K.** (2021). *Financial management: Theory and practice* (10th ed.). Kalyani Publishers.
10. **Srivastava, R., & Misra, A.** (2022). *Financial management* (3rd ed.). Oxford University Press.

BBA SEMESTER IV

OPERATIONS MANAGEMENT

CREDITS: 5 **Marks: 80 + 20**

Course Objectives:

1. To understand the fundamentals, scope, and functions of Production and Operations Management.
2. To understand production planning, control, facility location, and plant layout.
3. To understand quality management practices and statistical quality control techniques.
4. To understand productivity concepts and work study techniques.
5. To understand materials and inventory management, including inventory control techniques.

Course Outcomes: Students will be able to:

1. Explain concepts, functions, and recent trends in Production and Operations Management.
2. Apply production planning, scheduling, and facility layout decisions in operational contexts.
3. Analyze quality management practices and apply statistical quality control techniques.
4. Evaluate productivity and apply work study methods for performance improvement.
5. Explain materials management and apply inventory control techniques.

Unit – I: Introduction to productions and operations management:

Meaning, Scope, and Objectives of Operations Management, Evolution of Operations Management, Functions and Importance of Operations Management, Process Technologies. Project, Job Shop, Assembly, batch and Continuous. Interface with other functional areas of Management. Recent Trends in Production/Operations management

Unit – II: Operations Management Planning:

Production Planning, Production Control, Scheduling, Product Sequencing- Sequencing of products with simple problems. Facility Location: Meaning, Importance, and Factors Affecting Location, Plant Capacity, Plant layout: Objectives, Principles and types.

Unit – III: Quality Management:

Quality- Meaning & definition - Standards and specifications - Quality Assurance - Quality Circles - Statistical Quality Control - Types of control charts: Control Charts for Variables (Average, Range) and Control charts for Attributes (p, np, c charts) - Concept of TQM, Six Sigma.

Unit – IV: Productivity Improvement:

Concept and Importance of Productivity - Work Study: Meaning and Importance. Method Study: Steps and Process Charts, Work Measurement: Time Study and Standard Time.

Unit - V: Materials and Inventory Management:

Materials Management: Meaning and Scope - Stores management: meaning, Importance and Function of Stores - Vendor Selection.

Inventory Management: Concept and Importance - Economic Order Quantity (simple problems) - Inventory Analysis Methods - ABC, VED and FNSD analyses.

Suggested Reference Books:

1. **Heizer, J., Render, B., & Munson, C.** (2022). *Operations management: Sustainability and supply chain management* (13th ed.). Pearson Education.
2. **Krajewski, L. J., Malhotra, M. K., & Ritzman, L. P.** (2021). *Operations management: Processes and supply chains* (13th ed.). Pearson Education.
3. **Stevenson, W. J.** (2021). *Operations management* (14th ed.). McGraw Hill.
4. **Aswathappa, K., & Sridhara Bhat, K.** (2021). *Production and operations management*. Himalaya Publishing House.
5. **Bedi, K.** (2014). *Production and operations management* (3rd ed.). Oxford University Press.
6. **Chary, S. N.** (2019). *Production and operations management* (6th ed.). McGraw Hill India.
7. **Khanna, R. B.** (2023). *Production and operations management* (3rd ed.). PHI Learning.
8. **Mahadevan, B.** (2020). *Operations management: Theory and practice* (3rd ed.). Pearson Education.
9. **Nair, N. G.** (2017). *Production and operations management*. Tata McGraw Hill.
10. **Paneerselvam, R.** (2020). *Production and operations management* (4th ed.). PHI Learning.

BBA SEMESTER IV

OPERATIONS RESEARCH

CREDITS: 5 **Marks: 80 + 20**

Course Objectives:

1. To understand the fundamentals of Operations Research and formulation and solution of linear programming problems.
2. To understand transportation and assignment models and their solution methods.
3. To understand network analysis techniques for project scheduling and control.
4. To understand queuing models and their applications in decision-making.
5. To understand game theory and strategic decision-making models.

Course Outcomes: Students will be able to:

1. Formulate and solve linear programming problems using graphical and simplex methods.
2. Apply transportation and assignment models to optimize resource allocation.
3. Analyze project networks and determine critical path using CPM/PERT techniques.
4. Evaluate queuing systems and solve single-server models for decision-making.
5. Analyze competitive situations using game theory and solve two-person zero-sum games.

Unit – I: Introduction to Operations Research:

The History of OR – Definition - Nature and Scope of Operations Research, Managerial applications and limitations of OR. Linear Programming: Introduction – Definition of LP, Assumptions of LP, Formation of LP, Applications of LPP, Graphical method, Simplex Method (simple problems with three variables).

Unit – II: Transportation & Assignment problem:

Definition and Managerial application of the transportation problem, Mathematical model, Methods for Initial Basic Feasible Solutions (IBFS) – North-west-corner method, Least cost method, Vogel's approximation method.

Assignment Problem: Mathematical formulation, Hungarian method, Managerial Application of Assignment Problem.

Unit – III: Network Analysis:

Network fundamentals - Scheduling the activities – Fulkerson's rules, earliest and latest times - Determination of ES and EF in the forward pass - LS and LF in the backward pass, determination of Critical Path. PERT network flow problems.

Unit –IV: Queuing Theory:

Concepts of Queue/Waiting Line - General structure of Queuing system-Operating characteristics of Queues, Deterministic Queuing models – Probabilistic Queuing Model (Theory), Single Server Problems (Simple Problems), Applications of Queuing Theory in Business Situations.

Unit –V: Game Theory:

Game Theory: Introduction – Two Person Zero-Sum Games, Pure Strategies, Games with Saddle Point, Mixed strategies, Rules of Dominance, Solution Methods of Games without Saddle point – Graphical and Algebraic methods.

Suggested Reference Books:

1. **Hillier, F. S., & Lieberman, G. J.** (2021). *Introduction to operations research* (11th ed.). McGraw Hill.
2. **Taha, H. A.** (2017). *Operations research: An introduction* (10th ed.). Pearson Education.
3. **Winston, W. L.** (2022). *Operations research: Applications and algorithms* (4th ed.). Cengage Learning.
4. **Kapoor, V. K.** (2020). *Operations research: Concepts, problems and solutions*. Sultan Chand & Sons.
5. **Panneerselvam, R.** (2016). *Operations research* (2nd ed.). PHI Learning.
6. **Sharma, J. K.** (2023). *Operations research: Theory and applications* (7th ed.). Trinity Press.
7. **Sharma, S. D.** (2017). *Operations research: Theory, methods and applications*. Kedar Nath Ram Nath.
8. **Swarup, K., Gupta, P. K., & Mohan, M.** (2020). *Operations research*. Sultan Chand & Sons.
9. **Vohra, N. D.** (2017). *Quantitative techniques in management* (5th ed.). McGraw Hill India.
10. **Yadav, S. R., & Malik, A. K.** (2023). *Operations research*. Oxford University Press.

BBA SEMESTER IV

BASICS OF PYTHON PROGRAMMING

CREDITS: 5 (Theory: 4, Lab: 1) **Marks: 60 + 20 + 20 (Lab)**

Course Objectives:

1. To understand the fundamentals of Python programming, including control structures and functions.
2. To understand modules, exception handling, and file operations in Python.
3. To understand object-oriented programming and data structures in Python.
4. To understand data handling, visualization, and analytical applications using Python.
5. To understand statistical operations, web frameworks, and managerial applications of Python.

Course Outcomes: Students will be able to:

1. Apply Python programming constructs such as variables, control statements, and functions.
2. Utilize modules, handle exceptions, and perform file operations in Python.
3. Develop programs using object-oriented concepts and manipulate data structures.
4. Analyze and visualize data using Python tools for business applications.
5. Apply statistical techniques and use Python frameworks for business analytics and reporting.

Unit – I: Python Fundamentals and Control Structures

History of Python, Features of Python, Python Installation, Variables in Python, Keywords and their usage, Operators, members operators, Identity Operators, Input-Output Statements, Indentation, Expressions and order of evaluations.

Conditional Statements: if, elif, else; Loops: for, while; break, continue, pass.

Functions: Positional arguments, Keyword Arguments, Default Arguments, Variable-length arguments, Anonymous Functions.

Unit – II: Modules, Exception Handling, and File Operations

Modules: Predefined modules along with the functions, importing modules, Creation of User defined modules, packages in python

Exception Handling: try, catch, except, finally, else, raise, Handling different types of Exceptions

File handling: Read and write operations on different types of files

Unit – III: Object-Oriented Programming and Data Structures

Object Oriented Programming in Python: Classes, Methods, Constructors, Inheritance, Overriding Methods, Data hiding.

Python data structures: Strings, List, Tuples, Dictionaries, Sets (Creation, Access, Functions), Comprehensions.

Packages: Working with Numpy package, Pandas data structures: Series, Data Frames.

Unit – IV: Data Handling and Visualization Techniques

Data Input: Input from Text Files: Visual Inspection, Reading ASCII-Data into Python, Input from MS Excel.

Data types: Categorical, Numerical.

Plotting data: scalar plots, bar charts, pie charts, line graphs, error plots, box plots, 3D plots

Business Applications: Sales performance analysis, Customer behavior analysis, Financial data visualization.

Unit – V: Statistical Analysis and Business Applications of Python

Statistics operations: Mean, Median, Mode, Standard deviation

Web framework for python- Different stack frame works, Django package - introduction and applications.

Managerial Relevance: Role of Python in Business Analytics, Decision Making using Data Visualization, Automation of Business Reports

Suggested Reference Books:

1. **Chun, W. J.** (2015). *Core Python applications programming* (3rd ed.). Pearson Education India.
2. **Downey, A. B.** (2015). *Think Python: How to think like a computer scientist* (2nd ed.). Green Tea Press.
3. **Kurama, V.** (2017). *Python programming: A modern approach*. Pearson Education India.
4. **Lambert, K. A.** (2018). *Fundamentals of Python: First programs* (2nd ed.). Cengage Learning.
5. **Lutz, M.** (2013). *Learning Python: Powerful object-oriented programming* (5th ed.). O'Reilly Media.
6. **VanderPlas, J.** (2016). *Python data science handbook: Essential tools for working with data*. O'Reilly Media.

Note: The lab component will cover practical applications of all the concepts discussed across the five units using appropriate software tools.

BBA SEMESTER V

BUSINESS RESEARCH METHODS

CREDITS: 5 **Marks: 80 + 20**

Course Objectives:

1. To introduce the scientific inquiry into business research.
2. To develop the ability to identify business problems and formulate research questions.
3. To understand research design, sampling frameworks, and data collection methodologies.
4. To apply fundamental statistical techniques to interpret research data.
5. To develop research reporting and communication skills essential for managerial decision-making.

Course Outcomes: Students will be able to:

1. **Explain** the fundamental concepts, types, and the strategic importance of business research in organizations.
2. **Formulate** research problems, set clear objectives, and develop testable hypotheses.
3. **Apply** appropriate research designs and select suitable sampling techniques for a given study.
4. **Analyze** research data using basic statistical tools and translate numerical results into actionable business insights.
5. **Prepare** and present a structured, ethical business research report.

Unit-I: Foundations of Business Research

Meaning and Definition of Research; Nature and Scope of Business Research; Importance of Research in Managerial Decision-Making; Types of Research: Basic vs. Applied, Exploratory vs. Descriptive vs. Causal; Research Process: Steps and Flow.

Unit-II: Research Design and Problem Formulation

The Research Problem: Meaning, Identification, and Formulation; Setting Research Objectives and Research Questions; Literature Review: Concept, Purpose; Hypothesis: Meaning, Types (Null vs. Alternative); Research Design: Meaning, Features of a Good Design.

Unit-III: Sampling and Data Collection

Population; Census vs. Sampling; Sampling Process, Sampling Methods; Probability Sampling Methods**;** Non-Probability Sampling; Sources of Data: Primary vs. Secondary; Measurement and Scaling – Types; Data Collection Methods: Observation, Interview, Questionnaire Design, and Online Surveys.

Unit-IV: Data Analysis and Interpretation

Data Preparation: Editing, Coding, and Classification; Tabulation and Graphical Representation of Data; Data Analysis - Percentage Analysis, Data Visualization using Graphs and Charts, Hypothesis Testing: Z-test (Single sample, Two sample), t-test (Single sample, Two Sample and Paired Sample), Interpretation of Results.

Unit-V: Research Reporting and Ethics

Structure and Components of a Research Report; Types of Research Reports; Guidelines for Writing Effective Research Reports; Oral and Visual Presentation of Findings; Ethical Issues in Business Research, and Plagiarism.

Suggested Reference Books

1. **Cooper, D. R., & Schindler, P. S.** (2014). *Business Research Methods* (12th ed.). McGraw-Hill.
2. **Sekaran, U., & Bougie, R.** (2016). *Research Methods for Business: A Skill-Building Approach* (7th ed.). Wiley.
3. **Kothari, C. R.** (2004). *Research Methodology: Methods and Techniques* (2nd ed.). New Age International.
4. **Malhotra, N. K.** (2019). *Marketing Research: An Applied Orientation* (7th ed.). Pearson.
5. **Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M.** (2013). *Business Research Methods* (9th ed.). Cengage Learning.
6. **Levin, R. I., & Rubin, D. S.** (2017). *Statistics for Management* (8th ed.). Pearson.
7. **Panneerselvam, R.** (2014). *Research Methodology*. PHI Learning.
8. **Gupta, S. P.** (2012). *Statistical Methods*. Sultan Chand & Sons.
9. **Vohra, N. D.** (2017). *Quantitative Techniques in Management* (5th ed.). McGraw-Hill.

MARKETING: PRODUCT MANAGEMENT

CREDITS: 5 **Marks: 80 + 20**

Course Objectives:

1. To provide a foundational understanding of the product management.
2. To equip students with the strategic tools required for product planning and portfolio analysis.
3. To master New Product Development lifecycle.
4. To introduce the specific complexities of Digital Product Management.
5. To develop proficiency in executing Go-to-Market strategies and managing long-term product health.

Course Outcomes: Students will be able to:

1. **Analyze** the role of a Product Manager across different sectors.
2. **Formulate** pricing and competitive positioning strategies.
3. **Apply** innovation frameworks and diffusion theories.
4. **Utilize** basic Agile and Scrum principles to manage digital products.
5. **Evaluate** product performance and make informed decisions.

Unit-I: Fundamentals of Product Management

Meaning, Need and Importance of Product Management; Role and Responsibilities of a Product Manager; Types of Products; Levels of Products; Product Hierarchy and Product Mix; Product Life Cycle (PLC) and Strategies.

Unit-II: Product Planning and Strategy

Understanding Customer Needs; Product Differentiation and Value Proposition; Segmentation–Targeting–Positioning (STP), Product Strategy, Competitive Positioning, Market Mapping - Concept.

Unit-III: New Product Development (NPD)

Innovation and Product Development Concepts; Types of New Products; Stages of New Product Development; Idea Generation Techniques (Brainstorming, Design Thinking Basics); Concept Testing; Minimum Viable Product (MVP); Diffusion of Innovation; Time-to-Market Concept; Causes of Product Success and Failure.

Unit-IV: Digital Product Management

Digital Products – Concept, Features, Purpose, Vehicles for Digital Products (Apps, Platforms, SaaS); Digital Product Development Approaches: Agile and Scrum (Basics); Backlog Management; Product Metrics.

Unit-V: Product Launch and Lifecycle Decisions

Go-to-Market (GTM) Strategy; Product Launch Planning; Branding and Product Positioning; Product Performance Evaluation (Sales, Usage, Feedback); Product Modification, Line Extension, and Diversification; Product Deletion Decisions; Sustainability and Ethical Issues in Product Management.

Suggested Reference Books

1. **Cagan, M.** (2018). *Inspired: How to Create Tech Products Customers Love* (2nd ed.). Wiley.
2. **Kotler, P., Keller, K. L., Chernev, A., Sheth, J. N., & Shainesh, G.** (2022). *Marketing Management* (16th ed.). Pearson Education.
3. **Lehmann, D. R., & Winer, R. S.** (2017). *Product Management* (4th ed.). McGraw Hill Education.
4. **Olsen, D.** (2015). *The Lean Product Playbook: How to Innovate with Minimum Viable Products and Rapid Customer Feedback*. Wiley.
5. **Majumdar, R.** (2018). *Product Management in India*. PHI Learning Pvt. Ltd.
6. **Kahn, K. B.** (2020). *The PDMA Handbook of New Product Development* (3rd ed.). Wiley.
7. **Trott, P.** (2020). *Innovation Management and New Product Development* (7th ed.). Pearson.
8. **Gorchels, L.** (2011). *The Product Manager's Handbook* (4th ed.). McGraw Hill.

FINANCE: SECURITY ANALYSIS

CREDITS: 5 **Marks: 80 + 20**

Course Objectives:

1. To introduce the fundamental concepts of investment and investment process.
2. To provide a comprehensive understanding of the securities market environment.
3. To develop a technical grasp of regulatory frameworks and investor protection measures.
4. To equip students with the analytical skills required for the valuation of equity, preference shares, and various bond instruments.
5. To familiarize students with the EIC framework, technical analysis tools, and the Efficient Market Hypothesis.

Course Outcomes: Students will be able to:

1. **Differentiate** between various financial and real assets and navigate the trading mechanisms of Indian stock exchanges.
2. **Interpret** the regulatory requirements of the Securities and Exchange Commission and SEBI.
3. **Calculate** the intrinsic value of shares.
4. **Apply** bond pricing theorems to determine Yield to Maturity, Yield to Call, and assess bond sensitivity.
5. **Conduct** fundamental and technical analysis to make informed investment decisions.

Unit-I: Introduction to Investment

Introduction and Meaning of Investment; Investment Objectives and Attributes; The Investment Process; Investment vs. Speculation; Investment vs. Gambling; Financial Assets vs. Real Assets; The Investment Environment: Stock Exchanges—Meaning and Functions; Overview of BSE and NSE.

Unit-II: Securities Regulation

The Regulatory Landscape: The Securities and Exchange Commission (SEC) and The International Organization of Securities Commissions (IOSCO); Role of SEBI in the Indian Context; Registration of Securities; Investor Protection Measures; SEBI Regulation and Market Conduct; Understanding Insider Trading: Legal framework of Securities Regulation.

Unit-III: Valuation of Equity and Preference Shares

Share Valuation: Meaning, Definition, and Types of Shares; The Concept of Present Value in Valuation; Share Valuation Models: One-Year Holding Period and Multiple-

Year Holding Period; Constant Growth Model (Gordon Model); Multiplier Approach (P/E Ratio Model) with Practical Problems; Valuation of Preference Shares.

Unit-IV: Bond Valuation

Concept of Bonds and Types of Bond Instruments; The Bond Indenture; Bond Pricing Fundamentals; Bond Returns: Coupon Rate, Current Yield, Yield to Maturity (YTM), and Yield to Call; Bond Pricing Theorems; Understanding Risk: Bond Duration and Bond Convexity.

Unit-V: Security Analysis and Market Efficiency

Meaning and Approaches to Security Analysis; **Fundamental Analysis:** The EIC (Economy-Industry-Company) Framework; **Technical Analysis:** Meaning, Assumptions, and Dow's Theory; Conceptual Understanding of Bullish and Bearish Markets; **Efficient Market Hypothesis (EMH):** Weak, Semi-Strong, and Strong forms (Excluding Tests of Efficiency).

Suggested Reference Books

1. **Bodie, Z., Kane, A., Marcus, A. J., & Mohanty, P.** (2022). *Investments* (12th ed.). McGraw Hill Education.
2. **Graham, B., & Dodd, D. L.** (2009). *Security Analysis: Principles and Technique*. McGraw Hill.
3. **Chandra, P.** (2021). *Investment Analysis and Portfolio Management*. McGraw Hill India.
4. **Reilly, F. K., & Brown, K. C.** (2018). *Investment Analysis and Portfolio Management*. Cengage Learning.
5. **Kevin, S.** (2015). *Security Analysis and Portfolio Management*. PHI Learning.
6. **Pandian, P.** (2012). *Security Analysis and Portfolio Management*. Vikas Publishing House.
7. **Singh, P.** (2022). *Investment Management*. Himalaya Publishing House.
8. **Alexander, G. J., Sharpe, W. F., & Bailey, J. V.** (2015). *Fundamentals of Investments*. Pearson Education.

HUMAN RESOURCE: TRAINING AND DEVELOPMENT

CREDITS: 5 **Marks: 80 + 20**

Course Objectives:

1. To establish a clear understanding of foundations of learning and training within an organization.
2. To develop proficiency in identifying training needs and designing curricula.
3. To explore a diverse range of training methods.
4. To master the methodologies for evaluating training effectiveness and measuring the return on investment.
5. To gain an overview of the Training and Development landscape in India.

Course Outcomes: Students will be able to:

1. **Differentiate** between training and learning and predict employee performance.
2. **Conduct** a comprehensive Training Needs Assessment and develop relevant instructional materials.
3. **Select and Implement** appropriate training techniques for a diverse workforce.
4. **Design** an evaluation framework to measure the impact of training on organizational outcomes.
5. **Analyze** the role of CSR and government policy in shaping the training ecosystem within Indian public and private sectors.

Unit-I: Training and Learning Foundations

Concept of Training and Learning; The Learning Process and Learning Curves; Principles of Adult Learning; Training Guidelines; Experience versus Training; Kinds of Training; Systems Approach to Training (SAT); Programmed Instruction; Transfer of Training: Concepts and Challenges.

Unit-II: Training Needs Assessment (TNA) and Curriculum Development

Identification of Training and Development Needs; Approaches to TNA: Organizational, Task, and Individual Analysis; Advantages and Disadvantages of Basic Needs Assessment Techniques; Assessing Curriculum Needs and Setting Standards; Matching Organizational Needs with Training Design; Developing Effective Training Materials.

Unit-III: Training Methods

Stages of Training; On-the-Job and Off-the-Job Methods; Experiential versus Non-Experiential Methods; **Strategic Training:** Program Design and Technology-Based Methods (E-learning, Simulations); Employee Development and Career Management.

Unit-IV: Evaluation of Training and Development

Reasons for Evaluating Training; Steps involved in the Evaluation Process; Methods for Training Evaluation; Criteria for Evaluation (Kirkpatrick's Levels); Problems and Constraints in Evaluation; Analysis of Training Costs and Benefits.

Unit-V: Training and Development in the Indian Context

Introduction and Objectives of T&D in India; Overview of Government Policy on Training; The Role of Corporate Social Responsibility (CSR) in Skill Development; Key Training Institutes in India (National and Sectoral).

Suggested Reference Books

1. **Noe, R. A.** (2008). *Employee Training and Development*. Tata McGraw-Hill.
2. **Pareek, U., & Lynton, R.** (2011). *Training for Development*. SAGE Publications.
3. **Blanchard, N. P., & Thacker, W. J.** (2007). *Effective Training: Systems, Strategies, and Practices*. Prentice Hall of India.
4. **Phillips, J. J.** (2003). *Handbook of Training Evaluation and Measurement Methods*. Gulf Publishing Co.
5. **Buckley, R., & Caple, J.** (2007). *The Theory and Practice of Training*. Kogan Page Ltd.
6. **Prior, J.** (1994). *Handbook of Training and Development*. Jaico Publishing House.
7. **Michalak, D. F., & Yager, E. G.** (1979). *Making the Training Process Work*. Harper and Row.
8. **Drucker, P. F.** (1999). *Management: Tasks, Responsibilities, Practices*. Butterworth-Heinemann.

BUSINESS ANALYTICS: BUSINESS INTELLIGENCE WITH MACHINE LEARNING

CREDITS: 5 **Marks: 80 + 20**

Course Objectives

1. To understand the concepts of Business Intelligence (BI) and its role in strategic decision-making.
2. To introduce the concepts of Data Warehousing, ETL processes, and Data Mining.
3. To bridge the gap between traditional BI and Machine Learning (ML) techniques.
4. To develop proficiency in supervised and unsupervised learning algorithms for predicting business trends.
5. To explore the ethical implications and future trends of AI-driven business insights.

Course Outcomes: Students will be able to:

1. Design and evaluate BI frameworks suitable for different organizational structures.
2. Utilize data warehousing concepts to organize and manage large business datasets.
3. Apply Machine Learning models to solve business problems.
4. Interpret the results of clustering and classification models to drive marketing and operational efficiency.
5. Address ethical concerns regarding in automated decision systems.

Unit-I: Foundations of Business Intelligence

Introduction to BI: Definition, History, and Evolution. The BI Value Chain. BI Architecture: Data Sources, Data Transformation, and Data Loading. From Data to Information to Actionable Intelligence. Comparison between Transaction Processing (OLTP) and Analytical Processing (OLAP).

Unit-II: Data Warehousing and Data Mining

Data Warehouse (DW) Concepts: Characteristics of DW, Data Marts vs. Data Warehouses. Schema Design: Star Schema and Snowflake Schema. The ETL (Extract, Transform, Load) Process. Introduction to Data Mining: Knowledge Discovery in Databases (KDD) Process. Data Mining Techniques: Association Rule Mining (Market Basket Analysis) and Sequence Discovery.

Unit-III: Introduction to Machine Learning in Business

Defining Machine Learning: How ML differs from Traditional Statistics and BI. Types of Learning: Supervised, Unsupervised, and Reinforcement Learning. The ML Life Cycle: Problem Definition, Data Preparation, Model Training, and Evaluation. Key Metrics for Business: Accuracy, Precision, Recall, and F1-Score. Tools and Platforms for ML-Integrated BI.

Unit-IV: Predictive and Descriptive ML Algorithms

Supervised Learning: Linear and Logistic Regression for Business Forecasting. Classification Techniques: Decision Trees and Random Forests (e.g., Credit Scoring, Fraud Detection). Unsupervised Learning: Clustering using K-Means (e.g., Customer Segmentation). Dimensionality Reduction: Introduction to Principal Component Analysis (PCA) for Simplifying Business Data.

Unit-V: Advanced Applications and Ethics

Integration of ML with BI Dashboards. Natural Language Processing (NLP) in BI: Sentiment Analysis for Brand Monitoring. Recommendation Engines in E-commerce. The "Black Box" Problem: Explainable AI (XAI) in Business. Ethics of ML: Algorithmic Bias, Data Privacy, and the Impact of Automation on the Workforce.

Suggested Reference Books

1. **Sharda, R., Delen, D., & Turban, E.** (2020). *Business Intelligence, Analytics, and Data Science: A Managerial Perspective* (4th ed.). Pearson Education.
2. **Tan, P. N., Steinbach, M., Karpatne, A., & Kumar, V.** (2018). *Introduction to Data Mining* (2nd ed.). Pearson.
3. **Larose, D. T., & Larose, C. D.** (2015). *Data Mining and Predictive Analytics*. Wiley.
4. **Provost, F., & Fawcett, T.** (2013). *Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking*. O'Reilly Media.
5. **Alpaydin, E.** (2021). *Machine Learning: The New AI*. MIT Press.
6. **Linoff, G. S., & Berry, M. J.** (2011). *Data Mining Techniques: For Marketing, Sales, and Customer Relationship Management*. Wiley India.
7. **Prasad, R. N., & Acharya, S.** (2016). *Fundamentals of Business Analytics*. Wiley India.
8. **James, G., Witten, D., Hastie, T., & Tibshirani, R.** (2021). *An Introduction to Statistical Learning with Applications in R*. Springer.

COMPUTER APPLICATIONS: DATA DRIVEN DECISION MAKING

CREDITS: 5 **Marks: 80 + 20**

Course Objectives:

1. Identify challenges and opportunities in becoming a data-driven organization
2. Understand business analytics prerequisites and data-driven decision-making
3. Familiarize with business analytics ecosystem, including relational databases and big data
4. Manage data lifecycle and understand data requirements gathering process
5. Apply analytics tools and techniques to drive business decisions

Course Outcomes: Students will be able to:

1. Design and implement data-driven solutions to business problems
2. Apply data analysis and visualization tools to communicate insights
3. Manage and analyze large datasets using relational databases and big data technologies
4. Gather and prioritize business requirements for data analysis projects
5. Develop data visualizations and communicate insights to stakeholders effectively

UNIT I: Data Driven Organization:

Challenges: Identify hurdles to becoming a data-driven organization - Opportunities: Analyze data practices in the organization - Identify how data can benefit the organization - Distinguish how to be a proactive data practitioner

UNIT II: Foundations of Data-Driven Decision Making:

Business Analysis Principles: Identify the categories of analytical people - Distinguish and define roles and responsibilities of professionals in data analysis - Data Driven Decision Making: Identify cultural barriers - Distinguish solutions to cultural and cross-functional barriers - Identify six steps of the data-driven decision-making model.

UNIT III: Business Analytics and Data Ecosystem:

Relational Databases: Nature of relational databases - Purpose of the SQL language - Key aspects of ACID - Meaning of ETL - Not Only SQL: Big data and other data storage tools - Interacting with MongoDB - Document stores and graph stores - Big Data: Key functions of big data technologies - Utility of Hadoop - Purpose of MapReduce - Statistical Tool, Machine Learning, and Data Visualization: Tools for statistical analysis (Concepts): Python and R - Purpose of machine learning - Visualization tools.

UNIT IV: Data Lifecycle Management:

Data Life Cycle: Identify the stages in the data life cycle - Data in the organization: Distinguish between ways that data enters the organization - Identify the forms data takes as it is stored and used within the organization.

UNIT V: Data Requirements:

Requirements gathering process: Analyze why requirement gathering process is critical to proper analysis - 3 V's of data: Distinguish between the ways data is consumed (the three V's of data) - Customer journey map: Understand how requirement gathering fits with the development of a customer journey map - Distinguish between the stages of the customer journey map

Suggested Reference Books:

1. **Wells, A. R., & Chiang, K. W.** (2017). *Monetizing your data: A guide to turning data into profit-driving strategies and solutions*. Wiley.
2. **Dhanrajani, S.** (2018). *AI and analytics: Accelerating business decisions*. Wiley.
3. **Miryala, R. K., Gopisetty, H., & Suram, S.** (2021). *Data driven decision making*. Kalyani Publishers.
4. **Provost, F., & Fawcett, T.** (2013). *Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking*. O'Reilly Media.
5. **Davenport, T. H., & Harris, J.** (2017). *Competing on Analytics: The New Science of Winning*. Harvard Business Review Press.
6. **Anderson, C.** (2015). *Creating a Data-Driven Organization*. O'Reilly Media.
7. **Knaflic, C. N.** (2015). *Storytelling with Data: A Data Visualization Guide for Business Professionals*. Wiley.
8. **Renuka, R.** (n.d.). *Driven decision making*. Vedashree Publishers. I could not verify a publication year from a reliable source.
9. **Vasanth, K.** (n.d.). *Data driven decision making*. Professional Books Publisher. I could not verify a publication year from a reliable source.
10. **Das, S., & Deb, S.** (2026). *Business analytics: Data to decisions*. University Press. The publisher lists this title with year 2026.
11. **Kandula, T. R.** (2025). *Data driven decision making including lab practicals*. Himalaya Publishing House.

BBA SEMESTER VI

STRATEGIC MANAGEMENT

CREDITS: 5 **Marks: 80 + 20**

Course Objectives

1. To introduce students to the core concepts and tools of strategic management.
2. To develop the ability to analyze the environments of an organization.
3. To understand the different levels of strategy.
4. To examine the challenges and processes involved in strategy implementation.
5. To provide insights into strategic evaluation and control mechanisms.

Course Outcomes: Students will be able to:

1. Formulate a clear vision, mission, and strategic intent for an organization.
2. Conduct a comprehensive SWOT and PESTEL analysis to inform strategic decision-making.
3. Evaluate various strategic alternatives.
4. Identify the structural and cultural requirements for successful strategy execution.
5. Apply strategic control tools to monitor organizational performance.

Unit-I: Introduction to Strategic Management

Concept of Strategy: Definition, Nature, and Importance. Strategic Management Process: Introduction to Environmental Scanning, Strategy Formulation, Implementation, and Evaluation. Strategic Intent: Vision, Mission, Goals, and Objectives. Levels of Strategy: Corporate, Business, and Functional. The Role of Strategic Managers.

Unit-II: Strategic Analysis

External Environment Analysis: PESTEL Framework, Industry Analysis (Porter's Five Forces Model). Internal Analysis: Resource-Based View (RBV), VRIO Framework, Value Chain Analysis. Techniques of Analysis: SWOT Analysis, Portfolio Analysis—BCG Matrix, GE Nine-Cell Matrix.

Unit-III: Strategy Formulation

Corporate Level Strategies: Stability, Expansion (Concentration, Integration, Diversification), Retrenchment (Turnaround, Divestment, Liquidation). Business Level Strategies: Porter's Generic Competitive Strategies. Global Strategies: Entry Modes and Internationalization.

Unit-IV: Strategy Implementation

The Relationship between Strategy and Structure: Types of Organizational Structures. Resource Allocation: Budgeting and Staffing. Leading in Strategy Implementation: Strategic Leadership, Corporate Culture, and Ethics. Managing Strategic Change: Resistance to Change and Change Management Models (McKinsey Model, Lewin's Model). Functional Implementation: Aligning Functions with Strategy.

Unit-V: Strategic Evaluation and Control

Nature and Importance of Strategic Evaluation. The Strategic Control Process. Tools of Strategic Control: Financial Controls, Operational Controls, and the **Balanced Scorecard (BSC)**. Strategic Audit. Contemporary Issues in Strategic Management: Blue Ocean Strategy and Sustainability as a Competitive Advantage.

Suggested Reference Books

1. **Thompson, A., Peteraf, M., Gamble, J., & Strickland, A. J.** (2022). *Crafting and Executing Strategy: The Quest for Competitive Advantage* (23rd ed.). McGraw Hill.
2. **Wheelen, T. L., Hunger, J. D., Hoffman, A. N., & Bamford, C. E.** (2017). *Strategic Management and Business Policy: Globalization, Innovation and Sustainability* (15th ed.). Pearson.
3. **David, F. R., & David, F. R.** (2023). *Strategic Management: A Competitive Advantage Approach, Concepts and Cases* (17th ed.). Pearson.
4. **Kazmi, A., & Kazmi, A.** (2020). *Strategic Management* (5th ed.). McGraw Hill India.
5. **Hill, C. W. L., Jones, G. R., & Schilling, M. A.** (2020). *Strategic Management: Theory & Cases: An Integrated Approach*. Cengage Learning.
6. **Pearce, J. A., Robinson, R. B., & Mital, A.** (2018). *Strategic Management: Formulation, Implementation, and Control*. McGraw Hill India.
7. **Subba Rao, P.** (2021). *Strategic Management*. Himalaya Publishing House.
8. **Rao, V. S. P., & Krishna, V. H.** (2022). *Strategic Management: Text and Cases*. Excel Books.

MARKETING: RETAIL MARKETING

CREDITS: 5 **Marks: 80 + 20**

Course Objectives:

1. To introduce the fundamental concepts of retail marketing.
2. To provide insights into retail consumer behavior and the strategic application of STP in a retail context.
3. To understand the retail marketing mix.
4. To explore the digital transformation of retail.
5. To develop proficiency in measuring retail performance and managing long-term customer relationships.

Course Outcomes: Students will be able to:

1. **Explain** the various retail formats and the role of retailing.
2. **Analyze** customer expectations and apply branding strategies to enhance store image and value.
3. **Evaluate** retail marketing mix strategies.
4. **Design** an omni-channel marketing strategy that leverages social media and data for personalized customer engagement.
5. **Monitor** retail success using key performance metrics and address ethical and sustainability challenges in the industry.

Unit-I: Introduction to Retail Marketing

Meaning, Scope, and Importance of Retail Marketing; Evolution of Retailing in India; The Retail Environment; Types of Retail Formats (Store-based vs. Non-store based); Customer-Centric Retail Formats; Role of Retailing in Marketing Channels.

Unit-II: Retail Customer and Market Strategy

Retail Consumer Buying Behavior: Factors and Process; Understanding Customer Expectations in Retail; Segmentation, Targeting, and Positioning (STP) in Retail; Retail Branding and Creating Store Image; Delivering Customer Value and Enhancing the Retail Experience.

Unit-III: Retail Marketing Mix

Product and Merchandise Decisions in Retail; Pricing Strategies in Retail: Every Day Low Pricing (EDLP) vs. High-Low Pricing; Store Location as a Strategic Marketing Tool; Retail Promotion Mix: Advertising, Sales Promotion, and Loyalty Programs.

Unit-IV: Digital and Omni-Channel Retail Marketing

E-Retailing and Online Consumer Behavior; Omni-channel Marketing Strategy: Integrating Physical and Digital Touchpoints; Social Media Marketing in Retail;

Personalization and Customer Engagement; The Role of AI and Big Data in Retail Marketing Decisions.

Unit-V: Retail Performance and Relationship Marketing

Customer Relationship Management (CRM) in Retail; Strategies for Customer Satisfaction and Loyalty; Retail Performance Metrics: Footfall, Conversion Rate, and Basket Size; Retail Brand Building; Ethical Issues and Sustainability in Retail Marketing; Future Trends in Retailing.

Suggested Reference Books

1. **Pradhan, S.** (2022). *Retailing Management: Text and Cases* (7th ed.). McGraw Hill Education.
2. **Chaudhary, P.** (2023). *Retail Marketing in the Modern Age*. SAGE Publications Pvt. Ltd.
3. **Lamba, A. J.** (2020). *The Art of Retailing*. McGraw Hill Education.
4. **Rao, T. S.** (2022). *Retail Marketing*. Global Vision Publishing House.
5. **Berman, B., Evans, J. R., & Chatterjee, P.** (2018). *Retail Management: A Strategic Approach* (13th ed.). Pearson.
6. **Levy, M., Weitz, B. A., & Grewal, D.** (2023). *Retailing Management* (11th ed.). McGraw Hill.
7. **Bajaj, C., Tuli, R., & Srivastava, N. V.** (2016). *Retail Management*. Oxford University Press.
8. **Vedamani, G. G.** (2017). *Retail Management: Functional Principles and Practices*. Jaico Publishing House.

MARKETING: SERVICES MARKETING

CREDITS: 5 **Marks: 80 + 20**

Course Objectives

1. To provide an in-depth understanding involved in managing services.
2. To familiarize students with Consumer Behavior in Services.
3. To develop skills in mapping service processes and understanding the "Gaps Model" of service quality.
4. To analyze the role of employees and customers in service delivery and the importance of the "Servicescape."
5. To equip students with strategies for service recovery.

Course Outcomes: Students will be able to:

1. Differentiate between product and service marketing and explain the characteristics of services.
2. Design a service blueprint to visualize and manage the service delivery process.
3. Apply the SERVQUAL dimensions to measure and improve service quality.
4. Evaluate the impact of physical evidence and the servicescape on consumer behavior.
5. Formulate strategies for handling service failures.

Unit-I: Introduction to Services Marketing

Introduction: Definition, Evolution, and Importance of Services Marketing. Distinctive Characteristics of Services. The Services Marketing Triangle. The Expanded Marketing Mix: 7Ps. Classification of Services. Contemporary Issues and Challenges in the Service Sector.

Unit-II: Consumer Behavior & Service Design

Consumer Behavior in Services: The Three-Stage Model of Service Consumption (Pre-purchase, Service Encounter, Post-encounter). Customer Expectations and Perceptions of Service. Service Development and Design: Stages in New Service Development, Challenges of Service Design. **Service Blueprinting**: Components and Benefits. High-touch vs. High-tech Service Encounters.

Unit-III: Service Quality & The Gaps Model

The Gaps Model of Service Quality: Provider Gaps and the Customer Gap. Measuring Service Quality: The SERVQUAL Scale (Reliability, Assurance, Tangibles, Empathy, Responsiveness). Improving Service Quality: Root Cause Analysis and Six Sigma Applications in Services.

Unit-IV: Delivering and Performing Service

The Role of Employees in Service Delivery; Role of Customers in Service Delivery; Customers as Co-producers, Managing Customer Wait Times. Physical Evidence and the **Servicescape**: Types and Functions of Servicescape, The Strategic Role of Physical Evidence. Managing Service Intermediaries and Electronic Channels.

Unit-V: Managing Service Promises & Recovery

Pricing of Services: Objectives, Pricing Tripod. Integrated Service Marketing Communications. Service Recovery: Meaning, Significance and Service Recovery Strategies. Building Customer Loyalty.

Suggested Reference Books

1. **Zeithaml, V. A., Bitner, M. J., Gremler, D. D., & Pandit, A.** (2018). *Services Marketing: Integrating Customer Focus Across the Firm* (7th ed.). McGraw Hill India.
2. **Lovelock, C., Wirtz, J., & Chatterjee, J.** (2017). *Services Marketing: People, Technology, Strategy* (8th ed.). Pearson Education.
3. **Hoffman, K. D., & Bateson, J. E. G.** (2017). *Services Marketing: Concepts, Strategies & Cases*. Cengage Learning.
4. **Nargundkar, R.** (2020). *Services Marketing: Text and Cases*. McGraw Hill.
5. **Rampal, M. K., & Gupta, S. L.** (2022). *Service Marketing: Concepts, Applications & Cases*. Sultan Chand & Sons.
6. **Verma, H. V.** (2019). *Services Marketing: Text and Cases*. Pearson Education India.
7. **Bhattacharjee, C.** (2023). *Services Marketing*. Excel Books.
8. **Chowdhary, N.** (2021). *Services Marketing*. Oxford University Press.

FINANCE: INTERNATIONAL FINANCE

CREDITS: 5 **Marks: 80 + 20**

Course Objectives:

1. To familiarize students with the fundamental issues in international finance, and exchange rate mechanics.
2. To provide a comprehensive understanding of international financial institutions.
3. To equip students with the knowledge of Financial Markets.
4. To improve knowledge regarding the regulatory environment and institutional frameworks governing international financial markets.
5. To develop strategies for managing the diverse risks associated with cross-border financial activities.

Course Outcomes: Students will be able to:

1. **Explain** the complexities of conducting business overseas and identify the currencies and payment methods in international trade.
2. **Identify** the role and functions of international financial institutions.
3. **Analyse** the international financial markets and comprehend the basics of derivatives.
4. **Identify** the role of Foreign Exchange Markets.
5. **Critique** international taxation policies and assess the components of the Balance of Payments (BoP).

Unit-I: International Financial Management

Introduction and Meaning of International Finance; Key Issues involved in International Finance; Methods of International Payment; Evolution of the International Monetary System; Meaning, Scope, and Significance of International Financial Management (IFM) in Global Markets.

Unit-II: International Financial Institutions

Objectives, Functions, and Roles of Major Global Bodies: International Monetary Fund (IMF) and International Bank for Reconstruction and Development (IBRD); The World Bank Group: IDA, MIGA, IFC, and ICSID; Asian Development Bank (ADB); Bank for International Settlements (BIS); World Trade Organization (WTO).

Unit-III: International Financial Markets

Foreign Institutional Investors (FIIs); Instruments of International Equity: Global Depository Receipts (GDR), American Depository Receipts (ADR), and Indian Depository Receipts (IDR). Introduction to Derivatives: Forwards, Swaps, Futures and Options and their role in hedging. Speculation in Global Markets.

Unit-IV: Foreign Exchange Markets

Need for Foreign Exchange; Structure of the FX Market and Market Intermediaries; Exchange Rate Determination (Simple Problems); Emerging trends in Global Finance: Fintech, Digital Currencies, Sustainable Finance, Globalization vs Deglobalization trends. Convertibility of the Rupee and its Implications; **International Risk Management:** Political Risk, Exchange Rate Fluctuation Risk, and Risk of Non-payment.

Unit-V: International Financial Activities and Implications

International Taxation: Concepts of Double Taxation, Bilateral Relief, and Unilateral Relief; Tax Havens and Transfer Pricing; **Balance of Payments (BoP):** Functions, Components (Current and Capital Account), and Reasons for Disequilibrium in BoP; Strategies for Correcting BoP Deficits.

Suggested Reference Books

1. **Shapiro, A. C., & Hanouna, P.** (2019). *Multinational Financial Management* (11th ed.). Wiley.
2. **Subba Rao, P.** (2012). *International Business: Text and Cases*. Himalaya Publishing House.
3. **Aswathappa, K.** (2023). *International Business* (9th ed.). Tata McGraw Hill.
4. **Avadhani, V. A.** (2016). *International Finance*. Himalaya Publishing House.
5. **Eun, C. S., & Resnick, B. G.** (2021). *International Financial Management* (9th ed.). McGraw Hill.
6. **Apte, P. G.** (2020). *International Finance: A Business Perspective*. McGraw Hill India.
7. **Thakur, M., Burton, G. E., & Srivastava, B. N.** (2017). *International Management: Concepts and Cases*. Tata McGraw Hill.

FINANCE: FINANCIAL MODELLING

CREDITS: 5 (Theory: 4, Lab: 1) **Marks: 60 + 20 + 20 (Lab)**

Course Objectives

1. To understand the concepts and importance of financial modelling in modern business decision-making.
2. To develop proficiency in using advanced Excel functions and tools for financial analysis.
3. To apply various valuation techniques and Relative Valuation.
4. To learn various capital structure and capital budgeting methods.
5. To learn how to perform sensitivity, scenario, and simulation analysis to manage business risks.

Course Outcomes: Students will be able to:

1. Apply best practices in financial modelling and navigate complex Excel environments.
2. Construct and link a comprehensive set of financial statements for a business entity.
3. Determine the intrinsic value of a firm using various analysis.
4. Design project finance models to evaluate the feasibility of capital investments.
5. Create professional dashboards and scenario summaries to present findings to stakeholders.

Unit-I: Fundamentals of Financial Modelling & Excel for Finance

Introduction to Financial Modelling: Meaning, Purpose, and Users of Financial Models. Key principles of a good financial model (Consistency, Robustness, Flexibility). Excel Environment: Customizing the Quick Access Toolbar, Essential Shortcuts. Advanced Functions: Logical (IF, AND, OR, IFERROR), Lookup and Reference (VLOOKUP, HLOOKUP, INDEX, MATCH, OFFSET).

Unit-II: Financial Statement Modelling & Forecasting

The Mechanics of Financial Modelling: Layout and Structure. Historical Financial Statement Analysis: Normalizing earnings and identifying trends. Revenue Forecasting: Top-down and Bottom-up approaches. Projecting Operating Costs (Fixed and Variable).

Unit-III: Valuation and Investment Analysis

Cost of Capital: Estimating Cost of Debt and Cost of Equity (CAPM). Calculating Weighted Average Cost of Capital (WACC). Free Cash Flow to Firm (FCFF) vs. Free Cash Flow to Equity (FCFE). Estimating Terminal Value: Exit Multiple Method and Gordon Growth Model. Relative Valuation: Enterprise Value (EV) Multiples and Equity Multiples (P/E, P/B, EV/EBITDA).

Unit-IV: Project Finance & Capital Budgeting

Introduction to Project Finance: Characteristics and Model Structure. Capital Budgeting Tools: Net Present Value (NPV), Internal Rate of Return (IRR), Modified IRR, and Payback Period.

Unit-V: Risk Analysis & Professional Reporting

Scenario and Sensitivity Analysis: Data Tables (One-way and Two-way), Scenario Manager, and Goal Seek. Introduction to Monte Carlo Simulation. Visualising Results: Creating Dynamic Charts and Professional Dashboards for Management Reporting. Auditing the Model: Formula Auditing, Error Checking, and Trace Precedents/Dependents.

Suggested Reference Books

1. **Pignataro, P.** (2013). *Financial Modeling and Valuation: A Practical Guide to Investment Banking and Private Equity*. Wiley.
2. **Benninga, S.** (2022). *Financial Modeling* (5th ed.). MIT Press.
3. **Tjia, J.** (2019). *Building Financial Models* (3rd ed.). McGraw Hill.
4. **Day, A.** (2021). *Mastering Financial Modelling in Microsoft Excel: A Practitioner's Guide to Applied Corporate Finance*. Pearson Education.
5. **Swan, J. S.** (2020). *Financial Analysis and Modeling Using Excel and VBA*. Wiley India.
6. **Sengupta, C.** (2023). *Financial Modeling Using Excel and VBA*. Wiley.
7. **Proctor, S.** (2020). *Building Financial Models with Microsoft Excel*. Emerald Publishing Limited.
8. **Chandra, P.** (2022). *Financial Management: Theory and Practice* (11th ed.). McGraw Hill India.

Note: The lab component will cover practical applications of all the concepts discussed across the five units using appropriate software tools.

HUMAN RESOURCE: TALENT MANAGEMENT

CREDITS: 5 **Marks: 80 + 20**

Course Objectives:

1. To introduce the foundational concepts of Talent Management in modern global organizations.
2. To understand the strategic link between leadership, succession planning, and the various stages of the talent lifecycle.
3. To develop proficiency in competency mapping and its integration with performance and career development systems.
4. To identify the structural building blocks and essential tools required to design an effective Talent Management system.
5. To explore the transformative role of Information Technology, HR Analytics, and rapid prototyping in managing talent data and creating business value.

Course Outcomes: Students will be able to:

1. **Explain** the role of HR in Talent Management and navigate contemporary challenges in attracting and retaining top-tier talent.
2. **Design** basic succession and career planning frameworks that utilize coaching and development strategies.
3. **Apply** competency-based strategies to align individual capabilities with organizational performance and retention goals.
4. **Utilize** talent management tools to build a robust system that supports organizational growth and sustainability.
5. **Formulate** an IT-driven talent strategy using HR Analytics and manage the lifecycle of a Talent Management Information System.

Unit-I: Foundations of Talent Management

Definition, Meaning, and Importance of Talent Management; Objectives and Scope; Evolution and Development of TM from Traditional HR; Need for and Imperatives of TM in Modern Organizations; The Strategic Role of HR in TM; Key Challenges in Managing Talent in the Digital and Gig Economy; AI as Talent.

Unit-II: Succession and Career Planning

Succession Planning: Concepts and Importance; Talent Acquisition and Identification; Talent Development: Training, Coaching, and Mentoring; Talent Management Strategies; The Role of Leaders and Top Management in Cultivating a Talent-Centric Culture.

Unit-III: Competency-Based Talent Strategies

Significance of Competencies for TM; Competency Mapping: Process and Assessment; Competency Development; Integration of Competencies with Performance Management, Career Development, and Succession Planning; Leveraging Competencies for Talent Retention.

Unit-IV: Building Blocks for Talent Management

Introduction to the Structural Elements of TM; Components of an Effective Talent Management System; The Building Blocks: Talent Standards, Assessment, and Alignment; Usage of Software for Managing Talent.

Unit-V: IT and Analytics in Talent Management

Role of Information Technology in TM Systems; Talent Management Information Systems (TMIS); Creating Business Value through IT; Five Steps to a Talent Management Information Strategy; HR Analytics for TM Processes.

Suggested Reference Books

1. **Berger, L. A., & Berger, D. R.** (2018). *The Talent Management Handbook: Making Culture a Competitive Advantage by Acquiring, Identifying, and Developing the Best People* (3rd ed.). McGraw Hill Education.
2. **Joshi, G., & Vohra, V.** (2018). *Talent Management*. Cengage Learning.
3. **Israelite, L.** (2010). *Talent Management: Strategies for Success from Six Leading Companies*. ASTD Press.
4. **Cappelli, P.** (2008). *Talent on Demand: Managing Talent in an Age of Uncertainty*. Harvard Business Review Press.
5. **Boudreau, J. W., & Jesuthasan, R.** (2011). *Transformative HR: How Great Companies Use Evidence-Based Change to Drive Profits, Passion, and Purpose*. Wiley.
6. **Silzer, R., & Dowell, B. E.** (2010). *Strategy-Driven Talent Management: A Leadership Imperative*. Jossey-Bass.

HUMAN RESOURCE: PERFORMANCE MANAGEMENT

CREDITS: 5 **Marks: 80 + 20**

Course Objectives:

1. To introduce the foundational concepts, history, and scope of Performance Management and its strategic linkage to other HR processes.
2. To develop proficiency in performance planning, strategic alignment, and the application of competency mapping techniques.
3. To understand the operational mechanics of the Performance Management cycle for improving performance.
4. To provide a technical understanding of defining Key Performance Areas, standards, and organizational goal-setting.
5. To master the diverse methods of Performance Appraisal.

Course Outcomes: Students will be able to:

1. **Explain** the evolution and importance of Performance Management.
2. **Formulate** performance plans that align with strategic objectives.
3. **Identify** and establish the Performance Management Systems to enhance employee productivity and organizational efficiency.
4. **Define** clear performance dimensions, expectations, and measurable standards for diverse job roles.
5. **Evaluate** appraisal systems for effectiveness, provide constructive feedback, and navigate the ethical challenges associated with performance reviews.

Unit-I: Introduction to Performance Management

Introduction and Definition of Performance Management; Core Concerns and Scope; Historical Developments in Performance Management; Comprehensive Overview of the Performance Management Process; Importance and Benefits; Strategic Linkage of PM to other HR Processes.

Unit-II: Performance Management Planning

Introduction to Planning: Need and Importance; Approaches to Performance Planning; The Planning Process; Planning Individual Performance; Strategic Planning and its Linkages; Barriers to Effective Performance Planning; Competency Mapping: Steps, Methods, and Application.

Unit-III: Managing Performance Systems

Concept and Purposes of Performance Management; The Performance Management Cycle; Key Performance Management Activities; Standard Operating Procedures; Strategies to Improve Employee Performance; Stakeholder Responsibilities in PM; Conducting the Performance Audit.

Unit-IV: Performance Planning and Standards

Key Performance Areas (KPAs); Establishing Performance Expectations; Identifying Performance Dimensions; Setting Realistic Performance Standards; Formulating Performance Goals and Objectives (SMART Goals).

Unit-V: Performance Appraisal and Feedback

Objectives, Uses, and Benefits of Performance Appraisal; The Appraisal Process and Requisites for Effectiveness; Approaches and Components of Appraisal; **Modern Appraisal Systems:** 360-Degree Feedback, HR Balanced Scorecard, Result-Based Appraisal, Self-Appraisal, and Upward Appraisal; Issues and Concerns: Bias, Drawbacks, and Problems; Performance Review and Feedback Mechanisms; Ethics of Performance Appraisals.

Suggested Reference Books

1. **Prem Chadha** (2008). *Performance Management: It's About Performing - Not Just Appraising*. Macmillan India.
2. **Armstrong, M., & Baron, A.** (2010). *Performance Management: The New Realities*. Jaico Publishing House.
3. **Rao, T. V.** (2003). *Appraising and Developing Managerial Performance*. Excel Books.
4. **Sarma, A. M.** (2011). *Performance Management Systems*. Himalaya Publishing House.
5. **Aguinis, H.** (2019). *Performance Management* (4th ed.). Pearson Education.
6. **Bhattacharyya, D. K.** (2011). *Performance Management Systems and Strategies*. Pearson.
7. **Kohli, A. S., & Deb, T.** (2008). *Performance Management*. Oxford University Press.
8. **Bagchi, S. N.** (2013). *Performance Management* (2nd ed.). Cengage Learning.

BUSINESS ANALYTICS: FUNCTIONAL ANALYTICS

CREDITS: 5 **Marks: 80 + 20**

Course Objectives:

1. To introduce the foundational role of analytics in driving modern business organizations and strategic growth.
2. To apply specific analytical concepts and methodologies across diverse business functions.
3. To interpret complex business datasets to derive actionable insights for financial decisions.
4. To develop robust analytical thinking and structured problem-solving skills tailored for the manpower decisions.
5. To explore the practical applications of operations and supply chain analytics in real-world business scenarios.

Course Outcomes: Students will be able to:

1. **Explain** the importance of Descriptive, Predictive, and Prescriptive analytics in organizational decision-making.
2. **Apply** marketing analytical techniques to segment customers, calculate Lifetime Value (CLV), and measure campaign ROI.
3. **Analyze** financial statements and investment opportunities using liquidity ratios, forecasting, and NPV analysis.
4. **Evaluate** workforce performance and operational efficiency using specialized HR metrics and supply chain KPIs.
5. **Develop** data-driven business strategies by synthesizing insights from various operations and supply chain domains.

Unit-I: Introduction to Functional Analytics

Meaning and Definition of Analytics; Evolution of Analytics in Business; Importance of Analytics in Modern Organizations; Role of Analytics in Strategic and Operational Decision-Making; **Types of Analytics:** Descriptive, Predictive, and Prescriptive Analytics; **Data and Decision-Making:** Data-driven Business Models, Data Quality, and Management; Sources of Business Data; **Analytical Tools:** Overview of Spreadsheet Tools, Dashboards, and Visualization Software.

Unit-II: Marketing Analytics

Meaning and Objectives of Marketing Analytics; Role of Analytics in Marketing Strategy; **Customer Analytics:** Segmentation Analysis, Profiling, Targeting, and Customer Lifetime Value (CLV); **Digital Marketing Analytics:** Website Traffic Analysis, Social Media Metrics, **Campaign Performance:** Measuring Effectiveness, Conversion Rates, and Marketing ROI.

Unit-III: Financial Analytics

Meaning and Significance of Financial Analytics in Decision-Making; **Financial Performance Analysis:** Ratio Analysis (Liquidity, Profitability, and Solvency); **Risk measurement and modelling techniques:** VaR (Value at Risk), Stress testing, Sensitivity analysis and forecast, potential risk in financial decision making.

Unit-IV: Human Resource Analytics

Meaning and Importance of HR Analytics in Talent Management; **HR Metrics and KPIs:** Employee Productivity, Turnover, and Retention Rates; **Workforce Analytics:** Data-driven Performance Evaluation, Training, and Development Analysis; **Employee Engagement:** Measuring Satisfaction and Feedback Analysis; **Talent Management:** Predictive Analytics in Recruitment and Workforce Forecasting.

Unit-V: Operations and Supply Chain Analytics

Role of Analytics in Operational Efficiency; Key Performance Indicators (KPIs) in Operations; **Productivity Analysis:** Measuring Performance, Cost, and Efficiency; **Inventory Analytics:** Control Techniques and the Economic Order Quantity (EOQ) Concept; **Supply Chain Analytics:** Logistics, Distribution, and Performance Metrics; **Forecasting:** Demand Forecasting Methods and Data-driven Operational Planning.

Suggested Reference Books

1. **Albright, S. C., & Winston, W. L.** (2017). *Business Analytics: Data Analysis and Decision Making* (6th ed.). Cengage Learning.
2. **Camm, J. D., Cochran, J. J., & Fry, M. J.** (2019). *Business Analytics* (3rd ed.). Cengage Learning.
3. **Davenport, T. H., & Harris, J. G.** (2007). *Competing on Analytics*. Harvard Business School Press.
4. **Winston, W. L.** (2014). *Marketing Analytics: Data-Driven Techniques with Microsoft Excel*. Wiley.
5. **Fitz-enz, J.** (2010). *The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments*. AMACOM.
6. **Evans, J. R.** (2013). *Business Analytics*. Pearson.
7. **Provost, F., & Fawcett, T.** (2013). *Data Science for Business*. O'Reilly Media.
8. **Sherman, R.** (2015). *Business Intelligence Guidebook: From Data Integration to Analytics*. Morgan Kaufmann.

BUSINESS ANALYTICS: DATA VISUALIZATION USING TABLEAU & POWER BI

CREDITS: 5 (Theory: 4, Lab: 1) Marks: 60 + 20 + 20 (Lab)

Course Objectives:

1. To understand the fundamental principles and strategic importance of data visualization in business.
2. To develop technical proficiency in creating complex visual reports and worksheets using the Tableau ecosystem.
3. To master data transformation, modeling, and reporting techniques within the Microsoft Power BI environment.
4. To apply advanced dashboard design principles and interactivity to facilitate real-time managerial decision-making.
5. To integrate data storytelling techniques to translate raw analytical findings into compelling business narratives.

Course Outcomes: Students will be able to:

1. **Explain** the concepts of data-ink ratio and visual clarity while selecting appropriate chart types for diverse datasets.
2. **Apply** Tableau's drag-and-drop interface to manage dimensions, measures, and calculated fields for effective reporting.
3. **Use** Power Query and DAX in Power BI to transform messy data into structured, insightful models.
4. **Analyze** business performance by designing interactive dashboards featuring drill-down and drill-through capabilities.
5. **Design** and present audience-focused data stories that combine visuals and narrative to drive organizational change.

Unit-I: Foundations of Data Visualization

Concepts of Data Visualization: Meaning and Importance; Role of Visualization in Business Decision-Making; Evolution of Data Visualization in Analytics; **Principles of Effective Visualization:** Clarity, Simplicity, and Accuracy; Data-ink Ratio and Avoiding Clutter; Choosing the Right Chart (Bar, Line, Pie, Scatter Plots, Histograms, Heat Maps, and Geographical Maps); **Data Preparation Basics:** Cleaning, Transformation, Handling Missing Values, and Structuring Data; Tools Overview: Introduction to Tableau and Power BI.

Unit-II: Tableau Fundamentals

Introduction to Tableau: Interface and Workspace; Connecting Data Sources (Excel, CSV, Databases); **Creating Visualizations:** Understanding Dimensions and Measures; The Drag-and-Drop Interface; **Advanced Features:** Filters, Sorting, Calculated Fields, and Parameters; Tableau Worksheets: Creating Multiple Worksheets and Combining Views; **Publishing and Sharing:** Designing Tableau Dashboards; Exporting and Publishing Reports.

Unit-III: Power BI Fundamentals

Introduction to Power BI: Interface, Components, and Connectivity; **Data Transformation:** Power Query Editor; Data Cleaning and Shaping; Data Modeling Basics; **Visualization Tools:** Standard Charts and Custom Visuals; **DAX Basics:** Introduction to Data Analysis Expressions; Simple Calculations and Measures; **Report Creation:** Building Interactive Reports and Dashboards; Sharing and Publishing to Power BI Service.

Unit-IV: Dashboard Design & Interactivity

Dashboard Design Principles: Layout, Structure, and Visual Hierarchy; User-Centric Design; **Interactivity:** Using Filters and Slicers; Drill-down and Drill-through Functionalities; **Performance Optimization:** Managing Large Datasets and Efficient Design; **Industry Dashboards:** Sales, Marketing, and Financial KPI Dashboards; Real-time Data Visualization and Business Monitoring Tools.

Unit-V: Data Storytelling & Business Applications

Introduction to Data Storytelling: Importance of Combining Data, Visuals, and Narrative; **Story Development:** Structuring a Data Story; Identifying Key Insights; Audience-Focused Storytelling; **Presentation Techniques:** Effectively Presenting Dashboards for Business Communication; **Business Applications:** Sales Performance Analysis, Customer Analytics Dashboards, and Financial Reporting.

Suggested Reference Books

1. **Knaflic, C. N.** (2015). *Storytelling with Data: A Data Visualization Guide for Business Professionals*. Wiley.
2. **Murray, D.** (2016). *Tableau Your Data!: Fast and Easy Visual Analysis with Tableau Software*. Wiley.
3. **Powell, B.** (2017). *Mastering Microsoft Power BI*. Packt Publishing.
4. **Sleeper, R.** (2018). *Practical Tableau: 100 Labeled Tips, Tutorials, and Strategies*. O'Reilly Media.
5. **Few, S.** (2013). *Information Dashboard Design: Displaying Data for At-a-Glance Monitoring* (2nd ed.). Analytics Press.
6. **Healy, K.** (2018). *Data Visualization: A Practical Introduction*. Princeton University Press.
7. **Wilke, C. O.** (2019). *Fundamentals of Data Visualization*. O'Reilly Media.
8. **Milligan, J.** (2015). *Learning Tableau*. Packt Publishing.
9. **Fry, B.** (2008). *Visualizing Data*. O'Reilly Media.
10. **Powell, B.** (2018). *Power BI Cookbook*. Packt Publishing.

Note: The lab component will cover practical applications of all the concepts discussed across the five units using appropriate software tools.

COMPUTER APPLICATIONS: BASICS OF ARTIFICIAL INTELLIGENCE AND MACHINE LEARNING

CREDITS: 5 **Marks: 80 + 20**

Course Objectives:

1. To introduce the fundamental concepts, history, and evolution of Artificial Intelligence and its significance.
2. To provide an understanding of Machine Learning paradigms, including supervised, unsupervised, and reinforcement learning.
3. To explore the practical applications of AI and ML across various business functions.
4. To develop awareness regarding the technical foundations of Deep Learning, Natural Language Processing (NLP), and Generative AI.
5. To critically evaluate the ethical implications, biases, and regulatory frameworks surrounding the deployment of AI in society.

Course Outcomes: Students will be able to:

1. **Define** and differentiate between Narrow AI, General AI, and Super AI within a business context.
2. **Identify** and explain suitable Machine Learning algorithms (Regression, Classification, Clustering) for specific business problems.
3. **Analyze** how AI-driven tools like chatbots, recommendation engines, and predictive analytics enhance organizational efficiency.
4. **Understand** the basic architecture of Neural Networks and the transformative role of Generative AI in content and strategy.
5. **Evaluate** AI systems for fairness, privacy, and ethical compliance while staying updated on global AI governance trends.

Unit-I: Foundations of Artificial Intelligence

Introduction to AI: Definition, Goals, and Scope; Brief History of AI: From the Turing Test to Modern Transformers; Types of AI: Weak AI vs. Strong AI; Symbolic AI vs. Connectionism; Key Components of AI Systems: Data, Algorithms, and Computing Power; The AI Revolution in the Global Economy.

Unit-II: Machine Learning Paradigms

Introduction to Machine Learning: Definition and Relationship with AI; The ML Workflow: Data Collection, Pre-processing, Training, and Testing; **Supervised Learning:** Linear Regression, Logistic Regression, and Decision Trees; **Unsupervised Learning:** Clustering (K-Means) and Association Rules; Introduction to **Reinforcement Learning** and its Logic.

Unit-III: AI Applications in Business

AI in Marketing: Personalization, Lead Scoring, and Sentiment Analysis; **AI in Finance:** Fraud Detection, Algorithmic Trading, and Credit Scoring; **AI in HR:**

Resume Screening and Employee Engagement Analytics; **AI in Operations:** Predictive Maintenance and Supply Chain Optimization; Conversational AI: Chatbots and Virtual Assistants in Customer Service.

Unit-IV: Deep Learning & Emerging Technologies

Introduction to Neural Networks: Biological Inspiration and Basic Structure; Overview of **Natural Language Processing (NLP):** Text Mining and Language Translation; **Computer Vision:** Image Recognition and its Retail Applications; The Rise of **Generative AI:** Large Language Models (LLMs) and Creative Content Generation; Impact of AI on Business Intelligence (BI) Tools.

Unit-V: Ethics, Policy, and the Future of AI

Ethical Challenges: Algorithmic Bias, Transparency, and Accountability; Data Privacy and Security in the AI Era; **AI Governance:** Global Regulatory Trends (EU AI Act, India's AI Strategy); The Future of Work: Automation vs. Augmentation; Human-AI Collaboration; Preparing for the "AI-First" Organization.

Suggested Reference Books

1. **Russell, S. J., & Norvig, P.** (2021). *Artificial Intelligence: A Modern Approach* (4th ed.). Pearson Education.
2. **Davenport, T. H.** (2024). *All-in on AI: How Smart Companies Win Big with Artificial Intelligence*. Harvard Business Review Press.
3. **Agrawal, A., Gans, J., & Goldfarb, A.** (2022). *Prediction Machines: The Simple Economics of Artificial Intelligence*. Harvard Business Review Press.
4. **Alpaydin, E.** (2021). *Machine Learning: The New AI* (Revised and Updated ed.). MIT Press.
5. **Marr, B.** (2022). *Artificial Intelligence in Practice: How 50 Successful Companies Used AI and Machine Learning to Solve Problems*. Wiley.
6. **Taulli, T.** (2019). *Artificial Intelligence Basics: A Non-Technical Introduction*. Apress.
7. **Canals, J., & Heukamp, F.** (2020). *The Future of Management in an AI World*. Palgrave Macmillan.
8. **Kaplan, J.** (2016). *Artificial Intelligence: What Everyone Needs to Know*. Oxford University Press.

COMPUTER APPLICATIONS: E- BUSINESS

CREDITS: 5 **Marks: 80 + 20**

Course Objectives:

1. To understand the foundational concepts and historical evolution of e-business and e-commerce in a global context.
2. To examine various digital business models, revenue structures, and competitive strategies used by modern platforms.
3. To gain comprehensive knowledge of the technology infrastructure and digital payment systems supporting online transactions.
4. To analyze digital marketing tools and the operational logistics involved in managing a digital business.
5. To evaluate the legal, ethical, and security frameworks while exploring emerging trends.

Course Outcomes: Students will be able to:

1. **Differentiate** between e-business and e-commerce and explain the impact of the digital economy on traditional markets.
2. **Apply** specific e-business models to develop viable digital strategies.
3. **Analyze** the security and efficiency of various digital payment systems, including UPI, wallets, and payment gateways.
4. **Evaluate** the effectiveness of SEO, SEM, and social media campaigns in driving online consumer engagement.
5. **Develop** compliant e-business strategies that adhere to cyber laws, data privacy standards, and ethical practices.

Unit-I: Foundations of E-Business

Concepts and Evolution: Meaning and Definition of E-Business; Difference between E-Business and E-Commerce; Evolution of Digital Business Models. **Scope and Importance:** Role of E-Business in the Modern Economy; Advantages and Limitations; Impact on Traditional Business. **Types of E-Business:** B2B, B2C, C2C, and C2B. **E-Business Environment:** The Digital Economy and Global Markets; Role of Internet and Mobile Technologies.

Unit-II: E-Commerce Models & Strategies

E-Commerce Business Models: Marketplace Model; Inventory-Based Model; Subscription Model; On-Demand Services. **Revenue Models:** Advertising Model; Subscription Model; Transaction Fee Model; Affiliate Marketing. **E-Business Strategies:** Competitive Strategies in Digital Markets; Customer Acquisition and Retention; Platform-Based Business Strategies and Network Effects.

Unit-III: E-Business Infrastructure & Payments

Technology Infrastructure: Internet and Web Technologies; Cloud Computing Basics; Mobile Commerce (m-commerce). **Electronic Data Interchange (EDI):** Concept, Applications, and Benefits in Business Transactions. **Digital Payment Systems:** Credit/Debit Cards; Net Banking; Mobile Wallets and UPI; Payment Gateways. **Security in E-Business:** Encryption and Authentication; Secure Transactions; Cyber Risks and Fraud Prevention.

Unit-IV: Digital Marketing & Online Operations

Digital Marketing Fundamentals: Role of Digital Marketing in E-Business; Online Consumer Behavior. **Digital Marketing Tools:** Search Engine Optimization (SEO); Search Engine Marketing (SEM); Social Media Marketing; Email Marketing. **Online Advertising:** Display Advertising; Influencer Marketing; Content Marketing. **E-Business Operations:** Order Processing and Logistics; Supply Chain Management in E-Business; Customer Relationship Management (CRM).

Unit-V: Legal, Security & Emerging Trends

Legal Issues in E-Business: Cyber Laws and Regulations (IT Act); Intellectual Property Rights; Consumer Protection Laws. **Ethical Issues:** Data Privacy and Protection; Ethical Business Practices. **Cyber Security:** Threats and Vulnerabilities; Risk Management in E-Business. **Emerging Trends:** Artificial Intelligence (AI) in E-Business; Big Data Analytics; Blockchain Technology; The Future of Digital Business and the Metaverse.

Suggested Reference Books

1. **Chaffey, D., & Ellis-Chadwick, F.** (2019). *Digital Business and E-Commerce Management* (7th ed.). Pearson.
2. **Laudon, K. C., & Traver, C. G.** (2020). *E-Commerce: Business, Technology, Society* (16th ed.). Pearson.
3. **Turban, E., King, D., Lee, J., Liang, T. P., & Turban, D.** (2015). *Electronic Commerce: A Managerial and Social Networks Perspective* (8th ed.). Springer.
4. **Duggal, P.** (2014). *Cyber Law in India*. Saakshar Law Publications.
5. **Gupta, S.** (2018). *Digital Marketing*. McGraw-Hill.
6. **Strauss, J., & Frost, R.** (2014). *E-Marketing* (7th ed.). Pearson.
7. **Kalakota, R., & Whinston, A. B.** (1997). *Frontiers of Electronic Commerce*. Addison-Wesley.
8. **Tiwari, R., & Buse, S.** (2007). *The Mobile Commerce Prospects*. Hamburg University Press.

SPREADSHEET MODELLING

CREDITS: 2 **Marks: 40 + 10**

Course Objectives:

1. To develop proficiency in spreadsheet tools for business analysis.
2. To understand modelling techniques using Excel.
3. To apply spreadsheet models in financial and business decision-making.
4. To build analytical and problem-solving skills using data.
5. To design decision models using spreadsheet tools.

Course Outcomes: Students will be able to:

1. Understand spreadsheet concepts and data handling techniques.
2. Apply Excel formulas and functions for business problems.
3. Analyze business data using spreadsheet tools.
4. Evaluate financial and operational models using spreadsheets.
5. Develop spreadsheet-based decision models.

UNIT I – Spreadsheet Fundamentals

Introduction to Spreadsheets: Meaning and importance of spreadsheets in business - Spreadsheet applications in decision-making - Overview of spreadsheet software. Excel Interface: Workbook and worksheet structure - Rows, columns, and cells - Data entry and formatting. Data Management: Sorting and filtering - Data validation - Conditional formatting. Basic Operations: Arithmetic operations - Cell referencing (absolute and relative)

UNIT II – Excel Functions & Data Handling

Mathematical Functions: SUM, AVERAGE, COUNT - MIN, MAX. Logical Functions: IF, AND, OR - Nested IF. Text Functions: LEFT, RIGHT, MID - CONCAT, LEN. Lookup Functions: VLOOKUP, HLOOKUP - Introduction to XLOOKUP. Data Handling: Data cleaning techniques - Handling missing data.

UNIT III – Data Analysis Tools

Data Analysis Techniques: Sorting and filtering advanced options - Pivot tables and pivot charts. Visualization in Excel: Charts and graphs - Dashboard basics in Excel. Statistical Tools: Descriptive statistics - Trend analysis. What-If Analysis: Scenario manager - Data tables

UNIT IV – Financial Modelling

Introduction to Financial Models: Importance of financial modelling - Structure of financial models. Budgeting Models: Revenue and cost estimation - Budget preparation. Investment Analysis: Net Present Value (NPV) - Internal Rate of Return (IRR) - Payback period. Cost Analysis: Break-even analysis - Profit analysis

UNIT V – Decision Modelling & Forecasting

Decision Modelling: Decision-making using spreadsheets - Model building approach. Optimization Techniques: Goal Seek - Solver tool. Forecasting: Time series basics - Sales forecasting. Risk Analysis: Scenario analysis - Sensitivity analysis.

Suggested Reference Books

1. Alexander, M., & Kusleika, D. (2016). *Excel dashboards and reports* (3rd ed.). Wiley.
2. Benninga, S. (2014). *Financial modeling* (4th ed.). MIT Press.
3. Fairhurst, D. S. (2012). *Using Excel for business analysis*. Wiley.
4. Goldmeier, J. (2016). *Advanced Excel essentials*. Apress.
5. Holden, C. W. (2019). *Excel modeling in corporate finance* (2nd ed.). Pearson.
6. Levine, D. M. (2014). *Statistics for managers using Microsoft Excel*. Pearson.
7. Linoff, G. S. (2014). *Data analysis using SQL and Excel*. Wiley.
8. Ragsdale, C. T. (2018). *Spreadsheet modeling and decision analysis* (8th ed.). Cengage Learning.
9. Rees, M. (2015). *Financial modelling in practice*. Wiley.
10. Winston, W. L. (2016). *Microsoft Excel data analysis and business modeling* (5th ed.). Microsoft Press.

SEC: DATA STORYTELLING

CREDITS: 2 **Marks: 40 + 10**

Course Objectives:

1. To understand the importance of storytelling in data communication.
2. To integrate data, visuals, and narratives for effective communication.
3. To develop skills in presenting data insights to business audiences.
4. To apply visualization techniques for storytelling.
5. To build persuasive and impactful data-driven presentations.

Course Outcomes: Students will be able to:

1. Explain the concepts and importance of data storytelling.
2. Apply visualization techniques to communicate data insights.
3. Analyze data to identify meaningful patterns and insights.
4. Evaluate different storytelling approaches for business contexts.
5. Create effective data-driven narratives and presentations.

UNIT I – Foundations of Data Storytelling

Introduction to Data Storytelling: Meaning and importance of data storytelling - Role of storytelling in business decision-making - Difference between reporting and storytelling. Components of Data Storytelling: Data - Visuals - Narrative. Importance in Business: Communicating insights to stakeholders - Supporting decision-making. Types of Data Stories: Exploratory storytelling - Explanatory storytelling.

UNIT II – Data Preparation & Insight Generation

Data Preparation: Data collection methods - Data cleaning and transformation - Handling missing and inconsistent data. Data Analysis Basics: Identifying trends and patterns - Descriptive statistics for storytelling. Insight Generation: Turning data into insights - Identifying key messages. Tools Overview - Use of spreadsheets and visualization tools.

UNIT III – Visualization for Storytelling

Principles of Visualization: Choosing the right chart - Avoiding misleading visuals - Clarity and simplicity. Types of Visuals: Bar, line, pie charts - Infographics - Dashboards. Design Principles: Use of colors and layout - Highlighting key insights. Tools for Visualization: Tableau and Power BI integration - Presentation tools

UNIT IV – Narrative Development & Communication

Story Structure: Beginning, middle, and end - Creating a logical flow. Audience Analysis: Understanding audience needs - Tailoring communication. Storytelling

Techniques: Using context and comparisons - Highlighting key findings - Persuasive storytelling. Communication Skills: Verbal and non-verbal communication - Visual presentation techniques

UNIT V – Business Applications & Presentations

Applications in Business: Marketing analytics storytelling - Financial storytelling - HR and operations storytelling. Dashboard Storytelling: Presenting dashboards effectively - Interpreting results for decision-making. Presentation Skills: Creating impactful presentations - Delivering presentations to stakeholders.

Suggested Reference Books

1. Berinato, S. (2016). *Good charts: The HBR guide to making smarter, more persuasive data visualizations*. Harvard Business Review Press.
2. Damodaran, A. (2017). *Narrative and numbers: The value of stories in business*. Columbia University Press.
3. Duarte, N. (2019). *DataStory: Explain data and inspire action through story*. Ideapress Publishing.
4. Dykes, B. (2019). *Effective data storytelling: How to drive change with data, narrative, and visuals*. Wiley.
5. Few, S. (2012). *Show me the numbers: Designing tables and graphs to enlighten* (2nd ed.). Analytics Press.
6. Knaflic, C. N. (2020). *Storytelling with you: Plan, create, and deliver a stellar presentation*. Wiley.
7. Wexler, S., Shaffer, J., & Cotgreave, A. (2017). *The big book of dashboards: Visualizing your data using real-world business scenarios*. Wiley.
8. Yau, N. (2013). *Data points: Visualization that means something*. Wiley.
9. Yau, N. (2011). *Visualize this: The FlowingData guide to design, visualization, and statistics*. Wiley.
10. Knaflic, C. N. (2015). *Storytelling with data: A data visualization guide for business professionals*. Wiley.

Multidisciplinary Course to be offered to other than BBA Students

FUNDAMENTALS OF ADVERTISING

CREDITS: 5 **Marks: 80 + 20**

Course Objectives:

1. To introduce the core concepts of advertising and its role within the integrated marketing communication (IMC) framework.
2. To develop an understanding of consumer psychology and how advertising influences the buyer decision-making process.
3. To explore the creative process of advertising, including copywriting, art direction, and the development of the creative brief.
4. To provide a comprehensive overview of media planning, traditional media channels, and the rapidly evolving digital advertising landscape.
5. To analyze the ethical, social, and legal regulations governing the industry.

Course Outcomes: Students will be able to:

1. **Explain** the functions and types of advertising and their impact on brand building and market positioning.
2. **Apply** communication models like AIDA and DAGMAR to design effective advertising strategies.
3. **Construct** a basic creative brief and evaluate the effectiveness of copy and visuals across different platforms.
4. **Compare** various media vehicles and develop a fundamental media plan based on reach, frequency, and budget constraints.
5. **Critique** contemporary advertisements based on ethical standards, social responsibility, and regulatory guidelines.

Unit-I: Introduction to Advertising

Nature and Scope of Advertising; Evolution of Advertising in the Global and Indian Context; Functions and Objectives of Advertising; Classification of Advertising: Consumer, Industrial, Institutional, and Social (PSA); The 5 M's of Advertising; Advertising as a Component of Integrated Marketing Communications (IMC); Economic and Social Effects of Advertising.

Unit-II: Advertising Strategy and Consumer Behavior

The Communication Process in Advertising; Models of Advertising: AIDA and DAGMAR Approach; Advertising Appeals (Emotional vs. Rational); Setting Advertising Objectives; The Advertising Appropriation (Budgeting): Methods and Factors Influencing the Budget.

Unit-III: Creative Strategy and Execution

The Creative Brief: Components and Importance; The Creative Process: Idea Generation and Brainstorming; Copywriting: Elements of Print Copy, Layout, Television and Radio Commercials: Scripting and Storyboarding.

Unit-IV: Media Planning and Digital Advertising

Media Planning: Objectives, Reach, Frequency, and GRPs; Media Vehicles, The Digital Shift: Search Engine Marketing (SEM), Social Media Advertising, and Influencer Marketing.

Unit-V: Ethics in Advertising

Ethics in Advertising: Deceptive Advertising and Subliminal Persuasion; Regulatory Framework: The Role of the Advertising Standards Council of India (ASCI).

Suggested Reference Books

1. **Arens, W. F., Weigold, M. F., & Arens, C.** (2021). *Contemporary Advertising* (16th ed.). McGraw Hill.
2. **Belch, G. E., & Belch, M. A.** (2020). *Advertising and Promotion: An Integrated Marketing Communications Perspective* (12th ed.). McGraw Hill.
3. **Ogilvy, D.** (2013). *Ogilvy on Advertising*. Vintage Books.
4. **Moriarty, S., Mitchell, N. D., Wells, W. D., Crawford, R., & Brennan, L.** (2019). *Advertising: Principles and Practice* (11th ed.). Pearson.
5. **Chunawalla, S. A., & Sethia, K. C.** (2022). *Foundations of Advertising: Theory and Practice*. Himalaya Publishing House.
6. **Jethwaney, J., & Jain, S.** (2020). *Advertising Management*. Oxford University Press.
7. **Shimp, T. A., & Andrews, J. C.** (2017). *Advertising, Promotion, and Other Aspects of Integrated Marketing Communications*. Cengage Learning.
8. **Batra, R., Myers, J. G., & Aaker, D. A.** (2021). *Advertising Management* (5th ed.). Pearson Education.