

School of Management
Doon University, Dehradun
COURSE- BBA (Research) – All semesters as per NEP-2020

About the Program

The Bachelor of Business Administration (BBA) is a 4-year full-time undergraduate program designed to equip you with well-developed business insights, critical thinking and decision-making skills. The program focuses on building your business and employability skills, giving you the confidence, knowledge and expertise required to function in a global workplace.

Learning Goals and Programme Objectives

The BBA learning goals specify the intellectual and behavioural competencies that graduates should possess and that provide a foundation for their future professional and personal development and success. Learning goals are general statements, so a number of measurable learning objectives are also established for each goal.

Goal 1: Inclusive Collaborative Partners

Project Objective 1.1: Students demonstrate the ability to work inclusively in teams with a diverse membership.

Goal 2: Adaptable Contributors

Programme Objective 2.1: Students assess options and make recommendations for businesses operating in uncertain and complex environments.

Goal 3: Theory- and data-driven decision-makers

Programme Objective 3.1: Engage in critical thinking and incorporate appropriate theory and analysis to strengthen business decision-making.

Programme Objective 3.2: Apply quantitative analysis and analytical reasoning to predict, assess, model, refine, and forecast in order to inform decision-making.

Programme Objective 3.3: Apply qualitative analytical approaches to explore and analyze phenomena to ensure valid knowledge creation and interpretation to envision future possibilities and inform decision-making.

Programme 3.4: Identify, assess, and synthesize legal requirements, codes of conduct, and ethical requirements to inform decision-making.

Goal 4: Ethical and Holistic Problem-Solvers

Programme Objective 4.1: Effectively solve problems in a manner that promotes integrity, sustainability, and social responsibility.

Programme Objective 4.2: Develop solutions with recognition of inherent complexity and uncertainty.

Goal 5: Effective Communicators

Programme Objective 5.1: Create clear and compelling communication across contexts and platforms.

Program Specific Objective

POS1: Knowledge and Business Management: Have a broad body of knowledge in business management concepts, current practices in a global business environment and emerging technologies to support, sustain and innovate business.

POS2: Research and Business Intelligence: i) Acquire qualitative and quantitative skills to consolidate, synthesise, and analyse business information ii) Apply theoretical and technical knowledge and skills to provide socially and ethically responsible evidence-based business solutions.

POS3: Problem-Solving and Decision Making: Attain problem-solving, decision making and critical thinking skills to provide viable solutions for business problems.

POS4: Creativity and Innovation: i) Explain the nature of creativity and innovations and translate insights into opportunities and action.
ii) Demonstrate how creativity and innovations are initiated, included and managed in an organisation.

POS5: Intercultural Competence/Communication: Appreciate diversity to communicate effectively in international and cross-cultural contexts, and facilitate collaborative professional partnerships.

POS6: Teamwork: i) Have the ability to work and collaborate as a team member and contribute to achieving team goals.
ii) Demonstrate the ability to responsibly collaborate with others to effectively disseminate learning/project/research outcomes to a variety of audiences using highly developed communication skills and work productively within a team of experts in the field.

POS7: Global Citizenship/Ethics (Collaborate, Negotiate and Resolve Conflicts): i) Define, explain and illustrate the foundations of business ethics, and in preparing for citizenship, both local and global.
ii) Recognise, explain and illustrate the importance of ethical conduct and resolve ethical issues in business.

Semester	Major Subjects Discipline Specific Core Course (4 Credits)	Discipline Specific Elective (DSE)/ Generic Elective (GE) 4 Credits	Ability Enhancement Course (AEC)/ MOOCs 2 Credit	Skill Enhancement Course (SEC)/ Project/ Dissertation 2 Credits	Value Addition Course (VAC) / MOOCs 2 Credits	Total Credit Earn
1	BAC101: Principles of Management BAC102: Basic Accounting BAC103: Business Statistics	Business Economics (BAG101)	AEC1	Business Communication (BAS 101)	VAC-1	22
2	BAC 151: Business Ethics and Governance BAC 152: Organisational Behaviour	Computer Fundamentals (BAG 151)	AEC2	E-Business (BAS 151)	VAC-2	22

	BAC153: Business Finance					
3	BAC201: Production and Operations Management	Business Mathematics (BAG201/BAE201)	AEC3	E-Filing of Returns (BAS201)	VAC-3	22
	BAC202: Human Resource Management					
	BAC203: Marketing theory and practices					
4	BAC251: Research Methodology	Advertising Management (BAG251/BAE251)	AEC4	Foundation of Python/ R (BAS251) 3 OR 4 Weeks Internship BAS252	VAC-4	22
	BAC 252: Business Analytics					
	BAC253: Business Law					
5	BAC 301: Business Environment	Supply Chain Management (BAG301/BAE301)	AEC5	Internship/ Apprenticeship/ BAS 301 Report Evaluation BAS302	VAC-5	22
	BAC 302: Management and Cost Accounting	Brand Management (BAG302/ BAE302)				
	BAC303: Corporate Accounting					
6	BAC351: Entrepreneurship Development	Performance Management and Compensation Management (BAE 351/BAG351)	AEC6	Community Outreach Workshop	VAC-6	22
	BAC 352: Agile Systems and Lean Management	Retail Management (BAE352/BAG352)				
	BAC 353: Strategic Management					
7	BAC 401: Business Intelligence	Sales and Distribution Management (BAG401/ BAE401)	AEC7	Dissertation/ Academic Project (6 Credits) BAS401	VAC-7	22
		E-Commerce and Digital Marketing (BAG402/BAE402)				

		Training and Development (BAG403/BAE403)				
8	BAC451: Project Management	Marketing of Services (BAG451/BAE451)	AEC8	Research Project (6 credits) BAS451	VAC-8	22
		Digital Marketing (BAG452/BAE452)		Community Outreach BAS452		
		Fundamentals of Social Media Analytics (BAG453/BAE453)				

*AEC and VAC courses shall be offered as per the basket prepared by the University Centrally.

Programme/Class: BBA (Hons) Degree	Year: First	Semester: First
BAC101		
Course Code: BAC101	Course Title: Principles of Management	
Course Outcomes:		
<ol style="list-style-type: none"> 1. To develop a solid understanding of foundational management theories and practices, including planning, organizing, leading, and controlling within an organization. 2. To apply critical management skills such as decision-making, problem-solving, and strategic planning in real-world business scenarios. 3. To effectively lead teams, communicate goals, and manage group dynamics to achieve organizational objectives. 4. To gain an awareness of the ethical considerations and social responsibilities in management, learning how to make decisions that are not only effective but also ethical and socially responsible. 5. To develop a global perspective on management, understanding how different cultural, economic, and legal environments affect management practices across the world. 		
Credits: 4		Compulsory
Max. Marks: 25+75		Min. Passing Marks:

Total No. of Lectures- 90 LH		
Unit	Topics	No. of Lectures Total=90
I	Introduction: Concepts, objectives, nature, scope and significance of management, Contribution of Taylor, Weber and Fayol in management, Management Vs. administration.	18
II	Planning: Concept, objectives, nature, importance and limitations of planning, planning process Concept of Decision Making and its Importance, forms, techniques and process.	18
III	Organizing: Concept, objectives, nature of organizing, Types of Organization, Delegation of authority, Authority and responsibility, Centralization and Decentralization, Span of Control.	18
IV	Directing: Concept, principles & aspects of directing, Concept and types of Coordination, Concept of leadership, Supervision, Motivation and Communication.	18
V	Controlling: Concept, Principles, Process and Techniques of Controlling, Relationship between planning and controlling	18
Suggested Readings: 1. Pagare Dinkar, Principles of Management, Sultan Chand and Sons, Since 1950 (1 January 2018) 2. Prasad L.M., Principles and Practice of Management, Sultan Chand (1 January 2021); Sultan Chand 3. C.B. Gupta and S Mathur, Management Principles and Applications, Scholar Tech Press		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.		
Suggested equivalent online courses: Principles of Management by Prof. Usha Lekha, <i>Indian Institute of Technology, Roorkee</i> via SWAYAM		
Further Suggestions:		

Programme/Class: BBA Hons	Year: First	Semester: First
BAC102		
Course Code: BAC102	Course Title: Basic Accounting	

Course Outcomes:		
1. To gain a comprehensive understanding of the fundamental principles of accounting, including the accounting equation, double-entry bookkeeping, and the preparation of financial statements.		
2. To develop the ability to accurately record financial transactions in journals and ledgers, ensuring that all entries comply with accounting standards and principles.		
3. To learn how to prepare key financial statements, such as the balance sheet, income statement, and cash flow statement, and analyze these documents to assess an organization's financial health.		
4. To become proficient in using accounting software tools to automate and streamline the process of recording transactions, generating financial reports, and managing accounts.		
5. To develop an awareness of ethical issues in accounting, including the importance of accuracy, transparency, and honesty in financial reporting, and will learn to adhere to professional ethical standards.		
Credits: 4		Compulsory
Max. Marks: 25+75		Min. Passing Marks:
Total No. of Lectures- (90 Lectures)		
Unit	Topics	No. of Lectures Total=90
I	Introduction: Meaning and process of accounting, Basic terminology of accounting, Difference between accounting & book keeping. Importance & limitations of accounting, Various users of accounting information, Accounting Principles: Conventions & Concepts.	18
II	Accounting equation, Dual aspect of accounting, Types of accounts, Rules of debit & credit, Preparation of Journal and Cash book including banking transactions, Ledger and Trial balance, Subsidiary books of accounts.	18
III	Rectification of errors, Preparation of bank reconciliation statement, Bills of exchange and promissory notes.	18
IV	Valuation of stocks, Accounting treatment of depreciation, Reserves and provisions, Preparation of final accounts along with adjustment entries.	18
V	Issue of shares and debentures, Issue of bonus shares and right issue, Redemption of preference shares and debentures.	18
Suggested Readings:		
1. Maheshwari S.N. and Meshwari, S, Financial Accounting, Vikas Publishing House; Sixth edition (1 January 018)		
2. Narayanasway, R. Financial Accounting: A Managerial Perspective, PHI Learning; 6th edition (30 December 2017)		
4. Gupta R.L ; Radhaswamy, Fundamentals of Accounting, Sultan Chand Publishing		
Suggested Continuous Evaluation Methods:		
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.		
Suggested equivalent online courses:		
1. Financial Accounting, Prof. CA. Varadraj Bapat, <i>Indian Institute of Techonology (IIT), Bombay</i> , via SWAYAM		
2. Financial Accounting, Dr. CS. Manish Sitlani, <i>Devi Ahilya Vishwavidyalaya, Indore</i> via SWAYAM		
Further Suggestions:		

Programme/Class: BBA Hons	Year: First	Semester: First
BAC103		
Course Code: BAC103	Course Title: Business Statistics	
Course outcomes: Course Outcomes: <ol style="list-style-type: none"> To develop a strong foundation in key statistical concepts, including descriptive statistics, probability theory, hypothesis testing, and inferential statistics. To gain the skills needed to collect, analyze, and interpret data using various statistical methods, enabling them to make informed decisions based on quantitative information. To learn how to use statistical software tools (such as Excel, SPSS, or R) to perform data analysis, create visualizations, and generate statistical reports. To understand how to apply statistical techniques to solve real-world business problems, such as market analysis, quality control, and financial forecasting, enhancing their decision-making capabilities. To develop the ability to effectively communicate statistical findings to both technical and non-technical audiences, presenting data-driven insights in a clear and concise manner 		
Credits: 4		Compulsory
Max. Marks: 25+75		Min. Passing Marks:
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 4-0-00		
Unit	Topics	No. of Lectures Total=90
I	Introduction: Concept, features, significance & limitations of statistics, Types of data, Classification & Tabulation, Frequency distribution & graphical representation.	18
II	Measures of Central Tendency (Mean, Median, Mode), Measures of Variation (Range, Quartile Deviation, Mean Deviation and Standard Deviation), Significance & properties of a good measure of variation, Measures of Skewness & Kurtosis.	18
III	Correlation and Regression: Meaning and types of correlation, Simple correlation, Scatter diagram method, Karl Pearson's Coefficient of correlation, Significance of correlation, Regression concept, Regression lines, Regression equations and Regression coefficient.	18
IV	Probability: Concept, Events, Addition Law, Conditional Probability, Multiplication Law & Baye's theorem [Simple numerical].	18

V	Probability Distribution: Binomial, Poisson and Normal. Sampling: Method of sampling, Sampling and non-sampling errors, Test of hypothesis, Type-I and Type-II Errors, Large sample tests.	18
Suggested Readings:		
1 Gupta, S.P. & Gupta, M.P., Business Statistics, Sultan Chand (1 January 2009)		
2. Levin, R.I., Statistics for Management, Pearson Education; Eighth edition (27 January 2017)		
3. Feud, J.E., Modern Elementary Statistics , PHI Publishing		
4. Gupta, C.B., Introduction of Statistical Methods, Sultan Chand (1 January 2009)		
Suggested Continuous Evaluation Methods:		
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.		
Suggested equivalent online courses: Business Statistics by Prof. Mukesh Kumar Barua, <i>Indian Institute of Technology, Roorkee</i> via SWAYAM		

Programme/Class: Degree : BBA (Hons) Degree	Year: First	Semester: First
BAG101		
Course Code: BAG101	Course Title: Business Economics	
Course Outcomes:		
1. To gain a solid understanding of key economic theories and concepts, including supply and demand, market structures, elasticity, and the role of government in the economy.		
2. To apply economic principles to analyze and solve business problems, such as pricing strategies, cost-benefit analysis, and resource allocation.		
3. To develop the ability to analyze market dynamics and understand how changes in economic factors like interest rates, inflation, and exchange rates impact business operations and decision-making.		
4. To gain insights into both macroeconomic and microeconomic environments, understanding how broader economic trends and individual market conditions influence business performance.		
5. To enhance critical thinking skills, enabling them to make informed and strategic economic decisions that align with business objectives and respond to changing economic conditions.		
Credits: 4		Compulsory
Max. Marks: 25+75		Min. Passing Marks:
Total No. of Lectures- 90 hours		
Unit	Topics	No. of Lectures Total=90
I	Introduction to Business Economics: Nature and Scope of Business Economics, its relationship with other subjects. Fundamental Economic Tools-Opportunity cost concept, Incremental concept, Principle of time perspective, discounting principle and Equi-marginal principle.	18
II	Demand Analysis: Concept of Demand & its determinants. Price, Income & Substitution effects, Elasticity of demand: meaning, types, measurement and significance in managerial decisions, Revenue concepts,	18

	Concept of demand forecasting and methods of demand forecasting.	
III	Production and Cost Analysis: Meaning, Production function, Law of variable proportion and laws of return to scale, Various cost concepts and classification, Cost output relationship in short run & long run, Cost curves, Economics and diseconomies of scale.	18
IV	Pricing: Nature of market, Types of markets and their characteristics, Pricing under different market structures–Perfect, Monopoly, Oligopoly and Monopolistic competition, Price discrimination under monopoly competition.	18
V	Profit Management & Inflation: Profit, Functions of profit, Profit maximization, Break even analysis. Elementary idea of Inflation	18
Suggested Readings:		
<ol style="list-style-type: none"> 1. Varsney & Maheshwari, Managerial Economics, Sultan Chand & Sons; Twenty Second edition (1 January 2014) 2. Mote Paul & Gupta, Managerial Economics: Concepts & cases, McGraw Hill Education; New edition (1 July 2017) 3. D.N.Dwivedi, Managerial Economics, S.Chand (G/L) & Company Ltd; Seventh edition (1 January 2010) 4. Peterson & Lewis, Managerial Economics, Pearson Education India; 4th edition (1 January 2005) 		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instil in student a sense of decision making and practical learning.		
Suggested equivalent online courses: Introduction to Managerial Economics, <i>Indian Institute of Banglore via SWAYAM</i>		
Further Suggestions:		

Programme/Class: BBA Hons	Year: First	Semester: First
BAS 101		
Course Code: BAS 101	Course: Business Communication	
Course outcomes:		
<ol style="list-style-type: none"> 1. To Understand the purpose and process of communication, identify barriers, and develop effective listening skills essential for professional interactions. 2. Demonstrate the ability to prepare and deliver structured business presentations and public speeches while managing anxiety and stage fright. 3. Analyze and interpret non-verbal cues such as kinesics and proxemics to enhance the effectiveness of business communication. 4. Develop proficiency in crafting professional written communications, including reports, letters, emails, and official documents, with attention to format and mechanics. 5. Explore the role and integration of technology in modern business communication, with an emphasis on corporate communication strategies. 		
Credits: 2	Compulsory	

Max. Marks: 50+50		Min. Passing Marks:
Total No. of Lectures- 45 LH		
Unit	Topics	No. of Lectures Total= 45
I	Purpose and process of communication; barriers to communication; listening process, types of listening, deterrents to listening process, essentials of good listening.	9
II	Business Presentation and public speaking: pre-requisites of effective presentation, format of presentation; controlling nervousness and stage fright. Communication skills for group discussion and interviews.	9
III	Non verbal communication: Kinesics and proxemics, Interpreting non-verbal message.	9
IV	Written communication: mechanics of writing, report writing, circulars, notices, memos, agenda and minutes; business correspondence-business letter format, types of letters, electronic mail.	9
V	Role and use of technology in business communication, corporate communication.	9
Suggested Readings:		
1. Murphy Herta A and Peck, Charles E , (1976) - <i>Effective Business Communication</i> (2nd ed), New Delhi, Tata Mc Graw Hill .		
2. McGrath, E.H.,(2011), <i>Basic Managerial Skills for All</i> , (9 th ed.), New Delhi , PHI.		
3. Chaney & Martin, (2011), <i>Intercultural Business Communication</i> ,(6 th ed.), Pearson Education.		
4. Lesikar RV & Pettit Jr. JD, (1996), <i>Basic Business Communication: Theory & Application</i> , (10 th Edition), Tata Mc Graw Hill.		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.		
Further Suggestions:		

Programme/Class: BBA Hons	Year: First	Semester: Second
BAC151		
Course Code: BAC151	Course Title: Business Ethics and Governance	
Course outcomes:		
1. To identify and apply various ethical theories and principles to business scenarios, enabling them to make informed and morally sound decisions in complex situations.		
2. To gain a deep understanding of corporate governance frameworks, including the roles and responsibilities of boards, executives, and stakeholders, and will be able to critically evaluate their effectiveness in promoting ethical business practices.		
3. To develop the ability to analyze and resolve ethical dilemmas in business by using structured decision-making models that incorporate ethical considerations, stakeholder impacts, and legal implications.		

4. To learn about the regulatory environment affecting businesses, including laws and guidelines related to corporate ethics, governance, and social responsibility, and will be able to ensure compliance in a business setting.	
5. To be able to articulate the importance of CSR and sustainability in business, and design strategies that integrate ethical practices and social responsibility into the core operations and strategy of an organization.	
Credits: 3	Compulsory
Max. Marks: 25+75	Min. Passing Marks:
Total No. of Lectures- 90 LH	
Unit	Topics
No. of Lectures Total= 90	
I	Introduction: Concept and nature of ethics; ethics, values and behaviour; development of ethics, relevance of ethics and values in business, Arguments against business ethics.
II	Work life in Indian Philosophy: Indian ethos for work life, Indian values for the work place, Work-life balance, Ethos of Vedanta in management, Hierarchism as an organizational value.
III	Relationship between Ethics & Corporate Excellence, Corporate Mission Statement, Code of Ethics, Organizational Culture, TQM.
IV	Gandhian Philosophy of Wealth Management, Philosophy of Trusteeship, Gandhiji's Seven Greatest Social Sins, Concept of knowledge management and wisdom management.
V	Corporate Social Responsibility-Social Responsibility of business with respect to different stakeholders, Arguments for and against Social responsibility of business, Social Audit.
Suggested Readings:	
1. Kaur Tripat, Values & Ethics in Management, Galgotia Publishers.	
2. Chakraborty S.K., Human values for Managers, Excel Books (30 April 2010)	
3. McCarthy, F.J., Basic Marketing, Irwin Professional Publishing; 6th ed. edition (1 January 1992)	
4. Chakraborty S.K., Ethics in Management: A Vedantic Perspective, Oxford University Press.	
Suggested Continuous Evaluation Methods:	
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.	
Suggested equivalent online courses:	
Business Ethics by Prof. Archana Vechalekar, <i>Savitribai Phule Pune University via SWAYAM.</i>	
Further Suggestions:	
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Programme/Class: BBA (Hons)	Year: First	Semester: Second
BAC152		
Course Code: BAC152	Course Title: Organisational Behaviour	

Course Outcomes:		
1. To be able to analyze and explain how individual differences, personality, motivation, and perception influence behavior in the workplace, and how these factors impact group dynamics and organizational outcomes.		
2. To learn and apply communication strategies that enhance interpersonal relationships, teamwork, and collaboration within an organization, contributing to a positive work environment and improved organizational performance.		
3. To develop leadership skills by understanding different leadership styles, power dynamics, and influence tactics, enabling them to lead teams effectively and manage organizational change.		
4. To gain knowledge of various organizational theories and models, such as organizational culture, structure, and design, and will be able to apply these concepts to analyze and improve organizational effectiveness.		
5. To learn how to assess and shape organizational culture and climate to foster a supportive and inclusive work environment, leading to higher employee satisfaction, engagement, and overall organizational success.		
Credits: 3		Compulsory
Max. Marks: 25+75		Min. Passing Marks:
Total No. of Lectures- 90 LH		
Unit	Topics	No. of Lectures Total= 90
I	Introduction: Nature and scope of OB, Challenges and opportunities for OB, Organization Goals, Models of OB, Impact of Global and Cultural diversity on OB.	18
II	Individual Behaviour: concept, Personality, Perception and its role in individual decision making, Learning, Motivation, Hierarchy of needs theory, Theory X and Y, Motivation-Hygiene theory, Vroom's expectancy theory.	18
III	Behaviour Dynamics: Interpersonal behaviour, Communication, Transaction Analysis, The Johari Window, Leadership, Its Theories and prevailing leadership styles in Indian Organisations.	18
IV	Group Behaviour: Definition and classification of Groups, Types of Group Structures, Group decision making, Teams Vs Groups, Contemporary issues in managing teams, Inter-group problems in organizational group dynamics, Management of conflict.	18
V	Management of Change: Change and Organisational development, Resistance to change, approaches to managing organizational change, Organisational effectiveness, Organisational culture, Power and Politics in Organisation, Quality of work life, Recent advances in OB.	18
Suggested Readings:		
1 Bennis, W.G., Organisation Development, Cengage; 9th edition (1 January 2011)		
2. Breech Islwar, Oragnaistion-The Framework of Management, McGraw Hill; Eleventh edition (15 July 2020)		
3. Dayal, Keith, Organisational Development, Pearson Education; Sixth edition (25 August 2017)		
4. Prasad, L.M., Organisational Behavior, Sultan Chand and Sons, Since 1950 (1 January 2019)		
Suggested Continuous Evaluation Methods:		
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.		
Suggested equivalent online courses: Organisational Behavior by Dr. Nilam Panchal, <i>B K School of Business Management, Gujrat University via SWAYAM.</i>		
Further Suggestions:		

Programme/Class: BBA Hons	Year: first	Semester: Second
BAC153		
Course Code: BAC153	Course Title: Business Finance	
Course outcomes:		
<ol style="list-style-type: none"> To be able to interpret and analyse financial statements, including balance sheets, income statements, and cash flow statements, to assess the financial health of a business. To develop skills in financial analysis and planning, including ratio analysis, budgeting, and forecasting, enabling them to make informed financial decisions and create effective financial plans. To evaluate various investment opportunities using techniques such as net present value (NPV), internal rate of return (IRR), and payback period, to make sound investment decisions. To gain knowledge of capital structure, cost of capital, and various financing options, and will be able to determine the optimal mix of debt and equity for a business. To identify and assess financial risks, such as market risk, credit risk, and liquidity risk, and apply risk management strategies, including hedging and diversification, to mitigate these risks. 		
Credits: 4		Compulsory
Max. Marks: 25+75		Min. Passing Marks:
Total No. of Lectures-Tutorials-Practical (in hours per week): 90 Hrs		
Unit	Topics	No. of Lectures Total=90
I	Introduction to Business Finance: Concept of Business Finance and Financial management, Finance functions, objectives of financial management- Profitability vs. Shareholder wealth maximization.	18
II	Time Value of Money - Compounding; Discounting. Investment Decisions: Capital Budgeting-Payback, NPV, IRR and ARR methods and their practical applications.	18
III	Financing Decision: Capitalization Concept, Basis of Capitalization, consequences and remedies of over and under capitalization, Cost of Capital, WACC, Determinants of Capital structure, Capital structure theories.	18
IV	Dividend Decision: Concept & relevance of dividend decision, Dividend Models-Walter's, Gordon's and MM Hypothesis, Dividend policy-determinants of dividend policy..	18
V	Management of Working Capital: Concepts of working capital,	18

Approaches to the financing of current Assets, Management of different components of working capital.
Suggested Readings: 1. Pandey, I.M., Financial Management, Pearson; Twelfth edition (24 February 2021); Pearson Education 2. Khan and Jain, Theory and Problems in Financial Management, McGraw Hill Education; 2nd edition (5 May 1999)
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instil in student a sense of decision making and practical learning.
Suggested equivalent online courses: Organisational Behavior by Dr. Nilam Panchal, <i>B K School of Business Management, Gujrat University via SWAYAM.</i>
Further Suggestions:

Programme/Class: Degree	Year: First	Semester: Second
BAG151		
Course Code: BAG151	Course Title: Computer Fundamentals	
Course Outcomes 1. To be able to define and explain fundamental concepts of computer systems, including hardware components, software applications, and operating systems. 2. To develop the skills to navigate and use different operating systems, including basic file management, system settings, and troubleshooting common issues. 3. To gain an understanding of computer networks, including the basics of internet connectivity, network types, and protocols, enabling them to explain how data is transmitted across networks. 4. To understand the importance of computer security, including knowledge of viruses, malware, firewalls, and best practices for safeguarding information. 5. To be introduced to basic programming concepts and software applications, equipping them with the ability to write simple programs, use office software suites, and understand the role of software in solving real-world problems.		
Credits: 4		Compulsory
Max. Marks: 25+75		Min. Passing Marks:
Total No. of Lectures-90 LH		
Unit	Topics	No. of Lectures Total=30
I	Computer: An Introduction, Computers in Business. Elements of Computer system, Indian computing Environment, Management of data processing systems in Business organizations, Programmes development cycle, flow charting, Input Output analysis Programming Concept, Software Development process.	18
II	Components of a computer system, Generation of computer and computer languages, personal computers in Business, PC-software Packages, An Introduction to Disk. Operating system and windows, GUI, Other system softwares.	18

III	Text Processing, software, Introduction to spreadsheet software, creation of spreadsheet application, Range, formulas, function data base functions in spreadsheet, Graphics on spreadsheet, modes of data processing, Report generation, Presentation graphics, Creating a presentation.	18
IV	Computer software system, software development process, files design & Report design, Data files types, Master & Transaction file. Data Hierarchy & data file structure, Use of files in Programming. Relevance of Data base management system, data base manager, data communication, networking, LAN & WAN, Real Time Sharing, On line & off line processing.	18
Suggested Readings:		
<ol style="list-style-type: none"> 1. P. K. Sinha & P.Sinha, Computer Fundamentals, BPB Publication 2. V. Rajaraman, Computer Fundamentals, PHI Publishing 3. Tannenbaum, Computer Applications and Networks, PHI Publishing 4. 'O' Brien, Management Information Systems, McGraw-Hill Inc.,US; 4th edition (1 September 1998) 		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.		
Suggested equivalent online courses: Computer Application in Business by Dr. Subodh Kesharwani, <i>Indira Gandhi National Open University (IGNOU) via SWAYAM</i>		
Further Suggestions:		

Programme/Class: Degree	Year: First	Semester: Second
BAS151		
Course Code: BAS151	Course Title: E-Business	
Course Outcomes		
<ol style="list-style-type: none"> 1. Students will be able to identify and differentiate various electronic commerce models and their application in the Indian context. 2. Learners will demonstrate knowledge of Internet architectures and web-based tools for implementing and managing intranet and extranet business applications. 3. Students will gain an understanding of different electronic payment systems, including the infrastructure and security considerations essential for electronic fund transfers. 4. Learners will be equipped to analyze and develop business strategies for e-commerce, including emerging trends like mobile commerce and e-governance. 5. Students will comprehend and apply security measures such as encryption, cryptography, and digital signatures to protect electronic commerce transactions from potential threats. 		
Credits: 4	Compulsory	
Max. Marks: 25+75	Min. Passing Marks:	
Total No. of Lectures-90 LH		

Unit	Topics	No. of Lectures Total=30
I	E-Commerce: Electronic Business, Electronic Commerce, Electronic Commerce Models, Types of Electronic Commerce, E-Commerce in India. Internet, World Wide Web, Internet Architectures, Internet Applications, Web Based Tools for Electronic Commerce, Intranet, Business Applications on Intranet, Extranets. Electronic Data Interchange, Components of Electronic Data Interchange, Electronic Data Interchange Communication Process.	18
II	Electronic Payment System: Concept of Money, Electronic Payment System, Types of Electronic Payment Systems, Smart Cards and Electronic Payment Systems, Infrastructure Issues in EPS, Electronic Fund Transfer.	18
III	E-Business Applications & Strategies: Business Models & Revenue Models over Internet, Emerging Trends in e-Business, E-Governance, Digital Commerce, Mobile Commerce, Strategies for Business over Web, Internet based Business Models.	18
IV	Security Threats to E-Commerce: Security Overview, Electronic Commerce Threats, Encryption, Cryptography, Public Key and Private Key Cryptography, Digital Signatures, Digital Certificates.	18
V	E-Commerce security considerations: E Commerce & M Commerce – Different ways of Implementing Information and Data Security – Digital Signature – Data Capture by Bar Code, Electronic fund transfer and security – E-Governance – Electronic records	

Suggested Readings:

5. P. K. Sinha & P. Sinha, Computer Fundamentals, BPB Publication
6. V. Rajaraman, Computer Fundamentals, PHI Publishing
7. Tannenbaum, Computer Applications and Networks, PHI Publishing
8. 'O' Brien, Management Information Systems, McGraw-Hill Inc., US; 4th edition (1 September 1998)

Suggested Continuous Evaluation Methods:

In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses: Computer Application in Business by Dr. Subodh Kesharwani, *Indira Gandhi National Open University (IGNOU) via SWAYAM*

Further Suggestions:

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Programme/Class: BBA Hons	Year: Second	Semester: Third
BAC201		
Course Code: BAC201	Course Title: Production and Operations Management	
Course outcomes:		
<ol style="list-style-type: none"> To be able to explain the fundamental concepts of production and operations management, including the roles, functions, and challenges faced by operations managers in manufacturing and service organizations. To develop the skills to design, analyze, and optimize production processes, including workflow analysis, process mapping, and identifying bottlenecks to improve efficiency and productivity. To gain the ability to manage inventory effectively and understand supply chain management principles, including demand forecasting, inventory control techniques, and supplier relationship management. To be able to apply quality management techniques such as Total Quality Management (TQM), Six Sigma, and Lean Manufacturing to ensure that products and services meet or exceed customer expectations. To acquire the skills necessary for effective production planning and control, including capacity planning, scheduling, and resource allocation, enabling them to optimize operations and meet organizational goals. 		
Credits: 4		Compulsory
Max. Marks: 100		Min. Passing Marks:
Total No. of Lectures-Tutorials-Practical (in hours per week): 90 Hrs		
Unit	Topics	No. of Lectures Total=90
I	Introduction: Definition, Objectives, Scope and Functions of Production & Operations Management; Types of Production Systems; Transformation Process Model; Systems Perspectives of Operations Management; Relationship of Operations Management with other functional Areas; Production Planning and Control	18
II	Plant Location and Layout: Factors affecting plant location, criteria for site selection; plant location methods, factor rating; Centre of Gravity Method; Analytic Delphi Method; Objectives of Plant Layout; Factors affecting for plant layout; Types of Layouts-Process; Product Layout; Fixed Position Layout	18
III	Quality Management Systems and TQM: TQM, Phases of Quality Control; Specification of Quality; Quality at Source, Zero Defects, Cost of Quality; Continuous improvement; benchmarking; Poka-Yokes; ISO (9000 & 14000 Series); Six Sigma	18
IV	Plant Maintenance: Importance of Maintenance Management; Types of Maintenance: Breakdown maintenance; Prevention Maintenance; predictive maintenance; routine and planned maintenance	18
V	Emerging concepts and Issues in Production and operations Management: IT in modern production management; Supply Chain Management; CAD/CAM Systems; ERP in Manufacturing systems; Service Supply Chain Management; Applications of Digital	18

	Technologies in Operations Management; Industry 4.0/5.0	
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Suggested Readings:

1. Adam, Everett E. and Ebert, Ronald J. *Productions and Operations Management: Concepts, Models and Behaviour*. Prentice Hall of India, New Delhi..
2. Buffa Elwood S. and Sarin Rakesh K. *Modern production/Operations Management*. Jhon Wiley, New York.
3. Chase, R.B. and Aquilano, JJ. *Production and Operations Management*. Richard D. Irwin, Homewood, Illinois
4. Dobler, Donald W and Lee, Lamer. *Pruchasing and Materials Management*. McGraw Hill, New York.
5. McClain, John O. and Joseph, Thoms L. *Operations Management: Production of Goods and Servies*. Prentic Hall of India, New Delhi.
6. Muhlemann, Alan; Oakland, John and Lockyer, Keith. *Production and Operations Management* Macmillan India, New Delhi..
7. Shroeder, Roger G. *Operations Management*. McGraw Hill, New York.
8. Starr Martin K. *Managing Production and Operations*. Prentice Hall Englewood Cliffs, N.J.
9. Chary- *Production and Operations Management*.

Programme/Class: Degree	Year: Second	Semester: Third
BAC202		
Course Code: BAC202	Course Title: Human Resource Management	
Course outcomes:		
<ol style="list-style-type: none"> To define and explain the key principles and practices of Human Resource Management (HRM), including recruitment, selection, training, and employee development. To develop the skills to design and implement effective recruitment and selection processes, including job analysis, interviewing techniques, and candidate assessment. To gain an understanding of employee relations, including conflict resolution, negotiation, and the application of labor laws and regulations to ensure compliance and fair treatment in the workplace. To be able to implement performance management systems, including setting performance standards, conducting performance appraisals, and developing strategies for employee motivation and improvement. To acquire the ability to align HR strategies with organizational goals, including workforce planning, talent management, and the development of training programs to enhance employee skills and organizational performance. 		
		Compulsory
Max. Marks: 100		Min. Passing Marks:
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-0-0		
Unit	Topics	No. of Lectures Total=45
I	Concept, nature, scope and significance of Human Resource Function in modern organizations. Human Resource Management in a changing environment, corporate objectives and Human Resource Development.	11
II	Human Resource Planning: Quantitative and Qualitative dimensions, Work load analysis, Work force analysis, Job Analysis, Recruitment, Selection, Placement, Induction, Transfer, Promotion, Demotion, and Discharge. Career and Succession Planning.	11
III	Development of Human Resource: Nature and objectives, Scope of Training and Development, Needs for Managerial and Non-Managerial personnel, Techniques of training and their evaluation, Performance appraisal and potential evaluation.	14
IV	Compensation Management: Job evaluation, Wage Determination, Incentive Plans, Industrial Relations Concept, Machinery for settlement of Industrial Disputes in India, Changing role of trade unions in the globalized scenario.	9
Suggested Readings:		
<ol style="list-style-type: none"> Dipak Kumar Bhattacharya, Human Resource Management Arun Monappa, Managing Human Resource P.Subba Rao, Essential of HRM and Industrial Relations C.B. Memoria, Personnel Management 		
Suggested Continuous Evaluation Methods:		
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.		
Suggested equivalent online courses:		

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Further Suggestions:	
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Programme/Class: Degree	Year: Second	Semester: Third
BAC203		
Course Code: BAC203	Course Title: Marketing Theory and Practices	
Course outcomes:		
<ol style="list-style-type: none"> 1. To be able to explain foundational marketing theories, including the marketing mix, consumer behavior, and market segmentation. 2. To develop the skills to conduct market research, analyze data, and apply findings to create effective marketing strategies. 3. To craft and implement branding and positioning strategies that align with target market needs and organizational goals. 4. To gain proficiency in using digital marketing tools and platforms to design and execute online marketing campaigns. 5. To acquire the ability to develop comprehensive marketing plans that integrate various marketing functions to achieve business objectives. 		
Credits: 3	Compulsory	
Max. Marks: 100	Min. Passing Marks:	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-0-0		
Unit	Topics	No. of Lectures Total=45
I	Introduction to Marketing: Definition, nature, scope & importance of Marketing Management, Core concepts of marketing: selling concept, production concept, modern marketing concept, societal marketing.	11
II	Market segmentation: Concept, basis of segmentation, its Importance in marketing; Targeting: Concept, Types, Importance; Positioning: Concept, Importance, Brand positioning, Repositioning.	11
III	Marketing Mix: Product – Product Mix, New Product development, types of product, Product life cycle, Branding and packaging. Distribution – Concept, importance, different types of distribution Channels. Marketing Mix: Price – Meaning, objective, factors influencing pricing, methods of pricing Promotion – Promotional mix, tools, objectives, media selection & management	13
IV	Marketing Research: Importance, Process & Scope. Marketing Information System: Meaning, Importance and Scope. Consumer Behaviour: Concept, Importance and factors influencing consumer Behaviour.	10

Suggested Readings: 1. Philip Kotlar, Marketing Mgt. (PHI) 2. Etzet, Walker, Stanton, Marketing 3. Rajan Saxena, Marketing Management
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.
Suggested equivalent online courses:
Further Suggestions:

Programme/Class: BBA	Year: Second	Semester: third
BAC201/BAE201		
Course Code: BAG201/BAE201	Course Title: Business Mathematics	
Course outcomes:		
1. Understand and apply fundamental mathematical concepts, including sets, real numbers, fractions, and algebraic expressions, to solve basic business-related problems. 2. Solve linear equations and systems, interpret linear functions and graphs, and apply these concepts to practical business scenarios. 3. Analyze financial situations using concepts of time value of money, compound interest, and loan amortization to make informed investment and financial decisions. 4. Employ statistical methods, including measures of central tendency and dispersion, to analyze data and draw meaningful business conclusions. 5. Apply mathematical techniques to business contexts, including break-even analysis, profit/loss calculations, and inventory management, to support strategic decision-making.		
Credits: 3		Compulsory
Max. Marks: 100		Min. Passing Marks:
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-1-0		
Unit	Topics	No. of Lectures Total=30
I	Fundamental Concepts of Mathematics Introduction to Business Mathematics; Sets, Real Numbers, and Integers; Fractions, Decimals, and Percentages; Basic Operations: Addition, Subtraction, Multiplication, Division; Order of Operations and Algebraic Expressions	10
II	Linear Equations and Functions Solving Linear Equations; Systems of Linear Equations; Linear Inequalities; Linear Functions and Their Graphs; Applications of Linear Equations in Business	10

III	Financial Mathematics Time Value of Money; Compound Interest and Annuities; Present Value and Future Value; Loans and Amortization; Investment Analysis and Decision Making	5
IV	Descriptive Statistics and Data Analysis Data Collection and Presentation; Measures of Central Tendency (Mean, Median, Mode); Measures of Dispersion (Range, Variance, Standard Deviation); Probability Distributions; Sampling Techniques and Confidence Intervals	10
V	Business Mathematics Applications Break-Even Analysis; Profit and Loss Analysis; Pricing Strategies and Markup; Inventory Management and Control; Decision Making with Statistics	10
Suggested Readings:		
<ol style="list-style-type: none"> 1. C.R. Kothari, Research Methodology 2. Banerjee S. and Roy Ramendu, Fundamentals of Research Methodology 		
Suggested Continuous Evaluation Methods:		
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Suggested equivalent online courses:		
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Further Suggestions:		
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Programme/Class: BBA Hons	Year: Second	Semester: Third
BAS201		
Course Code: BAS201	Course Title: E-filing of return	
Course outcomes:		
<ol style="list-style-type: none"> 1. Understand and classify income under different heads, apply deductions, and compute the total income and tax liability of individuals under the new and old tax regimes. 2. Analyze the provisions related to the maintenance of accounts and audit for professionals and businesses, including the computation of profits on a presumptive basis. 3. Gain proficiency in the conceptual framework and practical application of e-filing various Income Tax Returns, including ITR-2, ITR-3, ITR-4, ITR-5, and ITR-U. 4. Understand the provisions, schedules, and exemptions related to Tax Deducted at Source (TDS), including the procedures for depositing TDS and filing TDS returns. 5. Develop hands-on experience in e-filing TDS returns, utilizing prescribed forms such as Form 24Q and Form 26Q through practical workshops. 		
Credits: 2		Compulsory
Max. Marks: 50+50		Min. Passing Marks:
Total No. of Lectures-Tutorials-Practical (in hours per week): 45 Hrs		
Unit	Topics	No. of Lectures Total=45

I	Income tax: An overview Incomes taxable under different heads, deductions available from gross total income, computation of total income and tax liability of individuals, PAN and due date of filing of income tax return; Provisions related to advance payment of tax; New tax regime for individuals	9
II	Maintenance of accounts, audit, and taxation on presumptive basis Provisions of maintenance of accounts by certain persons carrying on profession or business [Sec.44AA]; Provisions of audit of accounts of certain persons carrying on business or profession [Sec.44AB]; Special provision for computing profits and gains of business on presumptive basis [Sec.44AD]; Special provision for computing profits and gains of profession on presumptive basis [Sec.44ADA]; Special provision for computing profits and gains of business of plying, hiring or leasing goods carriages [Sec. 44AE].	9
III	e-Filing: Conceptual framework and filing of Income Tax Returns Meaning and merits of e-Filing; Filing of income tax returns in ITR-2, ITR-3, ITR-4, ITR-5 and ITR-U	9
IV	Tax Deducted at Source Provisions relating to TDS; Schedule for deposit of TDS; Schedule for submission of TDS returns; Exemption from TDS: Form 13, 15G and 15H.	9
V	e-Filing of TDS returns Prescribed forms for filing of TDS returns; Practical workshop on e-filing of TDS returns [Form24Q and Form 26Q]	9

Suggested Readings:

- Ahuja, Girish and Gupta, Ravi. Systematic Approach to Income Tax. Flair Publications Pvt.Ltd., Delhi.
- Mittal, Naveen. Concept Building Approach to Income Tax Law & Practice. Cengage Learning India Pvt. Ltd., Delhi.
- Panwar, V & Mahajan, J. Introduction to E Filing of Returns. Scholar Tech Press, Delhi.
- Singhania, Vinod K. and Singhania, Monica. Students' Guide to Income Tax. University Edition. Taxmann Publications Pvt. Ltd., Delhi

Suggested Continuous Evaluation Methods:

In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.

Programme/Class: BBA	Year: Second	Semester: Fourth
BAC251		
Course Code: BAC251	Course Title: Research Methodology	
Course outcomes:		
<ol style="list-style-type: none"> 1. To be able to explain various research designs and methodologies, including qualitative, quantitative, and mixed methods, and select appropriate approaches for different research questions. 2. To develop skills in designing and implementing data collection methods, such as surveys, interviews, and experiments, ensuring validity and reliability in the data gathered. 		

3. To apply statistical techniques to analyze research data, interpret results, and draw meaningful conclusions using software tools like SPSS or R. 4. To acquire the ability to create comprehensive research proposals and reports, including literature reviews, research objectives, methodology, and findings, adhering to academic standards. 5. To gain an understanding of ethical issues in research, including informed consent, confidentiality, and the responsible conduct of research, ensuring ethical practices throughout the research process.		
Credits: 3		Compulsory
Max. Marks: 100		Min. Passing Marks:
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-1-0		
Unit	Topics	No. of Lectures Total=30
I	Introduction: Meaning of Research, Objectives of Research, Types of Research, Research Process, Research Problem formulation; Research Design: Features of a good research design; Different Research Designs; Measurement in Research; Data types; Sources of Error	8
II	Sampling Design: Census & Sample Surveys; Steps in Sampling Design; Types of Sample designs-Probability & Non Probability sampling.	7
III	Processing & Analysis of Data: Processing operations; problems in processing; types of analysis, Hypothesis Testing: Chi-square test, Z-test, t-test, F-test.	8
IV	Presentation: Diagrams; graphs; chars. Report writing; Layout of Research report; Types of Reports; Mechanism of writing a Research report; Precautions for writing report.	7
Suggested Readings:		
3. C.R. Kothari, Research Methodology 4. Banerjee S. and Roy Ramendu, Fundamentals of Research Methodology		
Suggested Continuous Evaluation Methods:		
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Suggested equivalent online courses:		
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Further Suggestions:		
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Course Code: BAC252		Course Title: Business Analytics
This course elaborates on the practical aspects of Business Analytics which students can apply to develop insights about products, services and their markets. Course outcomes cover the skills to formulate, organize, implement the operational plans to carry out operations of a manufacturing or service organization. Focus of the course is on		

acquiring skills to optimally execute operational activities with expected system efficiency and judge the quality of products and services.

Course Outcomes

1. To be able to define and explain key concepts in business analytics, including data types, data processing, and the role of analytics in decision-making.
2. To develop the skills to collect, clean, and prepare data from various sources, ensuring accuracy and reliability for analysis.
3. To learn to use analytical tools and software, such as Excel, SQL, or Python, to perform data analysis and generate actionable insights.
4. To gain the ability to interpret data results and create effective visualizations, such as charts and dashboards, to communicate findings to stakeholders.
5. To acquire the capability to apply business analytics techniques to solve real-world problems, enabling them to make informed, data-driven decisions that align with organizational goals.

Credits: 3	Compulsory
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Max. Marks: 25+75	Min. Passing Marks:
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Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-0-1

Unit	Topics	No. of Lectures Total=30
I	Exploring Data Analysis: Introduction, Data Types; Data Visualization. Process of Business Analytics; Tools for Analytical Process; Role of Analytics Team; Types of Analytics; Descriptive Analytics; Predictive Analytics; Prescriptive Analytics; Applications and Usage of Descriptive and Predictive Analytics in Business Operations	9
II	News vendor Problem; Forecasting using Historical Demand Data; Predictive Analytics, Risk and Decision making in uncertainty: using optimization models, Simulation Models; Prescriptive Analytics, High Uncertainty: using Decision Trees of Sale	6
III	Introduction to People Analytics, and Performance Evaluation; basic principles of people analytics; Analytics for Staffing cycle; tools and techniques of organizational network analysis; Talent Analytics: Data usage and analytics for talent assessment and maximizing the employee ability	8
IV	Supply Chain Overview; Models; Domains in a Supply Chain; Sell Analytics; Logistics Analytics; Make Analytics; Source Analytics; Cash Cycle to Measure Supply Chain Efficiency	7

Suggested Readings:
 Bertsimas and Freund, (2004). *Data, Models, and Decisions: The Fundamentals of Management Science*, Dynamic Ideas.

Winston (2003). *Operations Research: Applications and Algorithms*, Cengage Learning Hillier and Lieberman (2012). *Introduction to Operations Research*, McGraw Hill.

Albright, Winston, Zappe (2010). *Data Analysis and Decision Making*, Cengage Learning.

Suggested Continuous Evaluation Methods:
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments and Problem-solving exercise. This will instil in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests and Quizzes.

Suggested equivalent online courses:
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Further Suggestions:
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Programme/Class: BBA		Year: Second	Semester: Fourth
BAC253			
Course Code: BAC253		Course Title: Business Law	
<ol style="list-style-type: none"> Understand the essential elements of a valid contract, including offer, acceptance, consideration, capacity, and free consent, along with the performance, termination, and remedies for breach of contract. Analyze various special contracts such as contingent, implied, quasi, indemnity, guarantee, bailment, lien, pledge, and agency, and their legal implications. Gain knowledge of the key features of sale contracts, including the formation, content, performance, and rights and obligations of parties, particularly concerning ownership transfer and unpaid sellers. Comprehend the legal framework governing partnerships, including the nature, formation, mutual and third-party relations, registration, and dissolution of partnerships. Understand the definition, features, and types of negotiable instruments, as well as the rules regarding their recognition, endorsement, and legal significance in business transactions. 			
Credits: 4		Compulsory	
Max. Marks: 50+50		Min. Passing Marks:	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-0-1			
Unit	Topics		No. of Lectures Total=30
I	Indian Contract Act: Definition and essentials, Contracts agreements, Offer & Acceptance Consideration, Capacity of parties Free Consent, Performance of Contracts, Terminal of Contract, Consequence and Remedies of Contract terminal.		9
II	Contingent contract, Implied, Quasi contract, Indemnity Contract, Guarantee contract, Bailment, Lien, Pledge contract, Agency contract.		6

III	Sales of Goods Act: Sale contract-Definition, Features, Formation of Contract Contents of sale contract-Goods, Price, Condition and Warranty, Ownership of goods and transfer, Performance of sale contract, Delivery, Rights of unpaid sellers, Auction Sale.	8
IV	Indian Partnership Act: Definition and Nature of Partnership, Partnership deed Mutual and Third parties relation of Partners, Registration of Partnership Dissolution of Partnership. Definition Features Types Recognition And Endorsement of Negotiable Instruments.	7
<p>Suggested Readings:</p> <p>Dhanda PMV Commercial and Industrial Laws</p> <p>2.Kapoor D Elements of Mercantile law (including Company Law and Industrial Law)</p>		
<p>Suggested Continuous Evaluation Methods:</p> <p>Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments and Problem-solving exercise. This will instil in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests and Quizzes.</p>		

Programme/Class: BBA	Year: Second	Semester: Four
BAG 251		
Course Code: BAG 25/ BAE251	Course Title: Advertising Management	
<p>Course outcomes:</p> <ol style="list-style-type: none"> 1. Understand the scope, importance, and role of advertising in the social and economic development of India, along with the ethical considerations in Indian advertising. 2. Analyze the components and significance of the Integrated Communication Mix (IMC) and understand the role of branding within advertising. 3. Learn how to determine and set promotional objectives, including the application of the DAGMAR approach, and establish and allocate advertising budgets effectively. 4. Develop skills in creating effective advertising copy and understand the importance of creativity and strategic media planning, including media mix strategies. 5. Explore the importance of advertising research, methods for testing advertising effectiveness, and the distinctions between international and local advertising strategies. 		
Credits: 4		Compulsory
Max. Marks: 50+50		Min. Passing Marks:
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-0-0		

Unit	Topics	No. of Lectures Total=45
I	Advertising: Introduction, Scope, importance in business : Role of advertising in social and economic development of India: Ethics and truths in Indian Advertising.	13
II	Integrated Communication Mix (IMC)-meaning, importance; Communication meaning, importance, process, communication mix components, role in marketing, Branding-meaning, importance in advertising.	12
III	Promotional objectives – importance determination of promotional objectives, setting objective DAGMAR; Advertising Budget importance, establishing the budget- approaches allocation of budget.	11
IV	Advertising Copy-meaning components types of advertising copy, importance of creativity in advertising; Media planning-importance, strategies, media mix. Advertising research – importance, testing advertising effectiveness market testing for ads; International Advertising-importance, international Vs local advertising.	9
Suggested Readings: <ul style="list-style-type: none"> • Advertising and Promotion George E. Beich & Michael A. Belch. T.M.H. • Advertising Management, Concept and Cases Manendra Mohan, TMH • Advertising Management Rajeev Batra, PHI 		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.		
Suggested equivalent online courses:		
Further Suggestions:		

Programme/Class: BBA Hons	Year: Second	Semester: Fourth
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Course Code: BAS 251		Course Title: Foundation of Python/R
Course outcomes:		
1. Understand the history, significance, and installation of Python, and develop the ability to write, run, and debug basic Python programs, including working with variables and data types.		
2. Apply conditional statements, loops, and indentation in Python, and gain proficiency in using essential data structures such as lists, tuples, dictionaries, and sets.		
3. Understand the core concepts of Object-Oriented Programming in Python, including classes, objects, inheritance, and polymorphism, and apply them to create and manage real-world Python applications.		
4. Develop the ability to handle file operations in Python, including reading and writing text, CSV, and JSON files, and explore the use of popular Python libraries like NumPy, Pandas, and Matplotlib for data analysis and visualization.		
5. Apply Python skills to real-world data analysis and business applications, focusing on data manipulation, visualization, and deriving insights from data in practical projects.		
Credits: 2		Compulsory
Max. Marks: 50+50		Min. Passing Marks:
Total No. of Lectures-Tutorials-Practical (in hours per week): 45 Hrs		
Unit	Topics	No. of Lectures Total=45
I	Python Basics and Fundamentals Introduction to Python: History and significance of Python; Installing Python and IDEs (Integrated Development Environments); Writing and running the first Python program; Variables and Data Types; Understanding variables and data types (int, float, string, boolean); Basic input and output (input(), print()); Variable assignment and reassignment; Control Flow: Conditional statements (if, elif, else); Loops (while and for loops); Using indentation for code blocks	9
II	Functions and Data Structures Functions: Defining and calling functions; Parameters and arguments; Return statements; Scope and lifetime of variables; Lists and Tuples; Lists: creating, indexing, slicing, and modifying; Tuples: creation and immutability; List and tuple methods; List comprehensions; Dictionaries and Sets; Dictionaries: creating, accessing, and modifying key-value pairs; Sets: creating and using set operations; Iterating through dictionaries and sets	9

III	Object-Oriented Programming Concepts of Object-Oriented Programming (OOP); Classes and objects; Creating and using classes in Python; Inheritance and Polymorphism; Inheritance and subclassing Overriding methods; Polymorphism and method overloading; Real-world examples of OOP in Python	9
IV	File Handling and Libraries File Input and Output; Reading and writing text files; Working with CSV and JSON files Error handling with exceptions; Introduction to Python Libraries; Overview of popular Python libraries (e.g., NumPy, Pandas, Matplotlib); Importing and using external libraries Data analysis and visualization with libraries	9
V	Real-World Applications and Projects Data Analysis and Business Applications; Introduction to data analysis with Python; Business use cases: data manipulation, visualization, and insights	9

Suggested readings:

"Python Crash Course" by Eric Matthes, No Starch Press; 2nd edition "Automate the Boring Stuff with Python" by Al Sweigart, Free Press Book "Python for Data Analysis" by Wes McKinney, O'Reilly Publication

Programme/Class: BBA	Year: Third	Semester: Fifth
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Course Code: BAC 301	Course Title: Business Environment
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Course Outcomes:

1. Comprehend the concept, significance, and components of the business environment, along with the factors influencing it and the social responsibilities of businesses.
2. Differentiate between various economic systems—capitalism, socialism, communism, and mixed economies—understanding the roles of the public and private sectors within these systems.
3. Gain insight into the historical context of industrial policies and analyze the socio-economic implications of liberalization, privatization, and globalization on business.
4. Explore the role of government in regulating and developing businesses, with a focus on monetary and fiscal policies, EXIM policy, and FEMA.
5. Understand the global business environment, including trends in world trade, and the objectives and roles of

international organizations like the WTO and IMF in facilitating international trade.		
Credits: 4		Compulsory
Max. Marks: 50+50		Min. Passing Marks:
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-1-0		
Unit	Topics	No. of Lectures Total=30
I	An overview of business environment: Concept, Significance, Components of Business environment, Factor affecting Business Environment, Social Responsibilities of Business	8
II	Economic Systems: Capitalism, Socialism, Communism, Mixed Economy- Public Sector & Private Sector Industrial Policy –Its historical perspective(In brief);Socio- economic implications of Liberalisation, Privatisation, Globalisation.	7
III	Role of Government in Regulation and Development of Business; Monetary and Fiscal Policy; EXIM Policy, FEMA	8
IV	Overview of International Business Environment, Trends in World Trade : WTO- Objectives and role in international trade.IMF.	7
Suggested Readings:		
<ul style="list-style-type: none"> • Francis Cherunilum Business Environment • K.Aswathapa Business Environment 		

Programme/Class: BBA	Year: third	Semester: Fifth
BAC302		
Course Code: BAC302	Course Title: Management & Cost Accounting	
Course outcomes:		
<ol style="list-style-type: none"> 1. To be able to explain key cost accounting concepts, including cost behavior, cost allocation, and the various types of costs involved in business operations. 2. To develop the skills to prepare budgets, perform variance analysis, and forecast financial performance to support managerial decision-making. 3. To apply different costing methods, such as job costing, process costing, and activity-based costing, to accurately determine the cost of products or services. 4. To acquire the ability to use cost-volume-profit analysis, break-even analysis, and other management accounting tools to support business decisions and enhance profitability. 5. To integrate cost management techniques into business strategy, helping organizations improve efficiency, reduce waste, and optimize resources for better financial outcomes. 		
Credits: 3	Compulsory	

Max. Marks: 100		Min. Passing Marks:
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-1-0		
Unit	Topics	No. of Lectures Total=30
I	Introduction: Meaning, Nature and Scope of Management Accounting, Functions Relationship of Management Accounting, Financial Accounting and Cost Accounting	8
II	Cost Accounting: Nature and Scope of Cost Accounting, Cost concepts and classifications, Methods and Techniques, Installation of a Costing System; Accounting for Material, Labour and Overheads	7
III	Product Costing: Single unit costing-preparation of cost sheet, Process costing, Contract costing (Elementary numerical problems)	8
IV	Marginal Costing and Absorption Costing, Break-even analysis,	7
Suggested Readings:		
1. Maheshwari S.N., Advanced Problem and Solutions in Cost Accounting		
2. Khan & Jain, Management Accounting		
3. Gupta, S.P., Management Accounting		
Suggested Continuous Evaluation Methods:		
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Suggested equivalent online courses:		
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Further Suggestions:		
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Programme/Class: BBA	third	Semester: Fifth
BAC 303		
Course Code: BAC 303	Course Title: Corporate Accounting	
<p>1. Understand the processes and accounting treatment for issuing shares and debentures, including rights and bonus shares, ESOPs, buybacks, and the redemption of preference shares and debentures.</p> <p>2. Develop the ability to prepare and interpret the financial statements of joint-stock companies in accordance with Schedule III of the Companies Act, focusing on Division I and gaining an overview of Division</p> <p>3. Learn to prepare cash flow statements using the indirect method as per Accounting Standard 3 (Revised), and understand their usefulness and limitations in financial analysis.</p> <p>4. Analyze and apply accounting principles related to the amalgamation, reconstruction, and liquidation of companies, including the preparation of relevant financial statements and understanding the Insolvency and Bankruptcy Code,</p>		

2016.		
5. Acquire skills in preparing consolidated balance sheets for holding companies with one subsidiary, following prescribed formats and accounting standards.		
Credits: 4		Compulsory
Max. Marks: 50+50		Min. Passing Marks:
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-1-0		
Unit	Topics	No. of Lectures Total=30
I	Accounting for Share Capital and Debentures: Introduction to issue of shares and debentures. Issue of rights and Bonus shares, ESOPs and buyback of shares, book building. Underwriting of shares and debentures. Redemption of Preference shares, Redemption of debentures: sinking/debenture redemption fund, open market purchase and conversion of debentures.	8
II	Financial Statements of a Company: Preparation of financial Statement of Joint Stock companies as per schedule III Part I & II (Division I in detail and Division II only on overview)	7
III	Cash Flow Statements: Meaning, Usefulness, Preparation of a cash flow statement in accordance with Accounting Standard 3 (Revised) issued by the Institute of Chartered Accountants of India. (Only indirect method), Limitations of cash flow statement.	8
IV	Amalgamation, Reconstruction and Liquidation of Companies: Concept of Purchase Consideration. Accounting for Amalgamation of Companies and external reconstruction Accounting for Internal Reconstruction. Accounting for liquidation of companies. Introduction to the Insolvency and Bankruptcy Code, 2016 and other relevant provisions. Preparation of Statement of Affairs as per the format prescribed by the Act and Deficiency Account, Accounts of Holding Companies/ Parent Companies Preparation of consolidated balance sheet with one subsidiary company.	7
Suggested Readings:		
<ul style="list-style-type: none"> • Goyal, Bhushan Kumar. Corporate Accounting. Taxmann, New Delhi • Kumar, Alok. Corporate Accounting. Kitab Mahal • Monga, J. R. Fundamentals of Corporate Accounting. Mayur Paper Backs, New Delhi • Sah, Raj Kumar, Concept Building Approach to Corporate Accounting, Cengage • Sehgal Ashok & Sehgal Deepak. Corporate Accounting 		
Suggested Continuous Evaluation Methods:		
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Suggested equivalent online courses:		
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Further Suggestions:		
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Programme/Class: BBA	Year: THIRD	Semester: Fifth
BAG301/BAE301		
Course Code: BAG301/BAE301	Course Title: Supply Chain Management	
Course Outcomes:		
<ol style="list-style-type: none"> To be able to define and explain key concepts of supply chain management, including supply chain processes, logistics, and the roles of different supply chain stakeholders. To develop skills in planning and controlling supply chain activities, including demand forecasting, inventory management, and production scheduling. To design and implement effective logistics and distribution strategies, optimizing transportation, warehousing, and distribution networks to enhance efficiency and reduce costs. To acquire the ability to analyze supply chain performance using key performance indicators (KPIs) and metrics, identifying areas for improvement and implementing corrective actions. To gain proficiency in using supply chain technologies and tools, such as Enterprise Resource Planning (ERP) systems, and data analytics, to streamline operations and enhance decision-making. 		
Credits: 3	Compulsory	
Max. Marks: 100	Min. Passing Marks:	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-1-0		
Unit	Topics	No. of Lectures Total=30
I	Introduction, Definition of Supply Chain Management, Evolution of the Concept of Supply Chain Management, Key Drivers of Supply Chain Management, Typology of Supply Chains, Cycle View of Supply Chain, Problems in SCM and Suggested Solutions	8
II	Introduction, Three Components of SCM, Demand Management, Demand Forecasting; Introduction, Supply Management, Evolution of ERP, Concept of ERP in SCM, Quick Response and Accurate Response System in SCM, Use of Other Planning Strategies	7
III	Introduction, Understanding the Benchmarking Concept, Benchmarking Process, Benchmarking Procedure	8
IV	Introduction, New Developments in Supply Chain Management, Outsourcing Supply Chain Operations, Co-Maker ship, The Role of E-Commerce in Supply Chain Management, Green Supply Chain Management, Distribution Resource Planning, World Class Supply Chain Management	7
Suggested Readings:		
<ol style="list-style-type: none"> Supply Chain Management by Michel H Hungo Supply Chain Management by Sunil Chopra 		
Suggested Continuous Evaluation Methods:		
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Suggested equivalent online courses:		
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Further Suggestions:

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Programme/Class: Degree	Year: third	Semester: fifth
BAG 302/BAE 302		
Course Code: BAG302/ BAE 302	Course Title: Brand Management	
Course outcomes:		
<ol style="list-style-type: none"> To gain a comprehensive understanding of brand equity, including its components—brand awareness, brand loyalty, and perceived quality—and how to measure and enhance it for long-term brand success. To develop and implement effective brand strategies, including brand positioning, differentiation, and identity creation, to build strong, recognizable brands in competitive markets. To acquire skills in crafting consistent and compelling brand communication and messaging across various platforms, ensuring that the brand's voice resonates with target audiences and reinforces its values. To manage a brand portfolio, including brand extensions, sub-brands, and co-branding strategies, and how to structure brand architecture to optimize brand performance and market reach. To develop the ability to evaluate and monitor brand performance using key metrics and tools, such as brand audits and consumer feedback, to make data-driven decisions that enhance brand value and effectiveness. 		
Credits: 3		Compulsory
Max. Marks: 25+75		Min. Passing Marks:
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-0-0		
Unit	Topics	No. of Lectures Total=45
I	Introduction: What is branding; Significance of Branding; Products vs Brands; Concept of Brand equity. Brand Strategy Development: Customer based Brand equity; Brand Positioning; brand Resonance and Brand Value Chain	11
II	Designing and Implementing Branding Program: Criteria for choosing branding element for brand building; Creative and Strategic Thinking; Slogans; Integrated Marketing and Four P's Strategy	11
III	Measuring and Interpreting Brand Performance: Brand Audit; Branding tracking strategy ; Capturing customer mind set; measuring marketing performance. Growing and Sustaining Brand Equity; Brand Architecture	12
IV	Managing Brand in Global Markets: Regional Market Segments; Rationale for going international; advantages and disadvantages of Global marketing program; Strategic Brand Management.	11

<p>Suggested Readings: Strategic Brand Management: Building Measuring and Managing Brand Equity Kevin Lane Keller, Ambi M.G. Parameswaran, Issac Jacob; Pearson Publication Strategic Brand Management : Jean-Noel Kapferer; Cogan page Publication Brand Management; Text and Cases; Harsh V Verma; Exel Book Brand Positioning; Strategies for competitive advantage; Subrto Sen Gupta; McGraw Hill</p>
<p>Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instill in student a sense of decision making and practical learning.</p>
<p>Suggested equivalent online courses:</p>
<p>Further Suggestions:</p>

Programme/Class: BBA	Year: Third	Semester: Sixth
Course Code: BAC 351	Course Title: Entrepreneurship Development	
<p>Course Outcomes:</p> <ol style="list-style-type: none"> To develop the ability to identify and evaluate potential business opportunities, assessing market needs, competition, and feasibility to determine the viability of new ventures. To design and refine business models that effectively capture value, including customer segmentation, value proposition, revenue streams, and cost structures. To gain knowledge of various funding options for startups, including bootstrapping, angel investment, venture capital, and crowdfunding, and will learn how to create compelling pitches to secure funding. To acquire leadership and team-building skills essential for launching and scaling a business, including how to assemble and manage diverse teams, foster a collaborative culture, and lead through uncertainty. To understand the strategies and challenges involved in scaling a business, including market expansion, operational scaling, and managing growth, to ensure sustainable long-term success. 		
Credits: 3		Compulsory
Max. Marks: 100		Min. Passing Marks:
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-0-0		
Unit	Topics	No. of Lectures Total=45
I	Entrepreneurship: Definition of Entrepreneurship, Characteristics of Entrepreneur, Concept of Entrepreneurship-Conceptual Model, theories of Entrepreneur, Traits of a True Entrepreneur, Difference between Entrepreneur and manager.	8
II	Business Planning: Idea Generation, Choice of product, Sources of idea, Idea Processing, Screening and project Identification, creativity performance, Feasibility Analysis, Project planning.	7

III	International Entrepreneurship Opportunities: The nature of international entrepreneurship, importance of international business to the firm, International and domestic Entrepreneurship, Institutional support for new ventures: supporting organization; incentives and facilities; financial institutions and SSI's, Govt. policies for SSIs.	8
IV	Marketing & New venture Development: Organizing & Financing the New Venture, Financial Resources For New Venture, Venture expansion Strategies, Entrepreneur Motivation.	7
Suggested Readings:		
<ol style="list-style-type: none"> 1. C B Gupta -Entrepreneurial Development 2. Holt - Entrepreneurship: New Venture Creation (Prentice-Hall)1998 3. S S Khanka -Entrepreneurship Development 4. Prasana Chandra -Project Management 5. Desai Vasant -Rural Development 6. Kamat G S - Managing Cooperative Management 7. Rajeev Roy - Entrepreneurship 		
Suggested Continuous Evaluation Methods:		
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Suggested equivalent online courses:		
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Further Suggestions:		
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Programme/Class: Degree	Year: Third	Semester: Sixth
BAC 352		
Course Code: BAC 352	Course Title: Agile Systems and Lean Management	
Course outcomes:		
<ol style="list-style-type: none"> 1. To gain a deep understanding of the core principles and values of Agile methodologies, including Scrum, Kanban, and Extreme Programming (XP), and will be able to differentiate between various Agile frameworks. 2. To be able to apply Lean principles, such as value stream mapping, waste reduction, and continuous improvement, to optimize processes and enhance efficiency in both manufacturing and service environments. 3. To develop an Agile mindset, characterized by flexibility, collaboration, and customer-centric thinking, enabling them to adapt to changing requirements and deliver high-quality products and services. 4. To learn to foster effective collaboration within cross-functional teams, utilizing Agile practices such as daily stand-ups, sprint planning, and retrospectives to improve communication and productivity. 5. To acquire practical skills in implementing Agile and Lean tools and techniques, such as Kanban boards, burn-down charts, and root cause analysis, to drive continuous improvement and achieve operational excellence. 		
Credits: 3		Compulsory
Max. Marks: 100		Min. Passing Marks:
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-1-0		
Unit	Topics	No. of Lectures Total=30
I	INTRODUCTION TO LEAN MANAGEMENT AND LEAN ELEMENTS Introduction to seven waste and their narration; Evolution of lean; Global competition, Lean Manufacturing, Value flow and Muda, Muri and Mura, Need for LM, Meeting the stake holders requirement, Elements of LM.	7

II	LEAN TOOLS AND TECHNIQUES Various tool of LM, Fundamental blocks of Lean, Impact of Seiri Seiton Seiso Seiketsu and Shitsuke, Need for TPM, Pillars of TPM, Implementation of TPM, Overall Equipment Effectiveness (OEE) and its computation.	7
III	LEAN SYSTEM Lean systems: Features manufacturing and services, Work flow, Small lot sizes, Pull Method, Kanban, A3 problem solving, Just In Time.	8
IV	PROJECT SELECTION FOR LEAN Resource and project selection, Selecting projects, Process mapping, Current and future value stream mapping, project suitable for lean initiatives. Standardized work, Continuous improvement. Lean projects: Training, selecting the members, preparing project plan, implementation, review. Productivity Improvement: Process, machinery Operator and equipment.	8

Suggested Readings:

1. Arnheiter, E. D., & Maleyeff, J. (2005). The integration of lean management and Six Sigma. The TQM magazine, 17(1), 5-18.
2. Charron, R., Harrington, H. J., Voehl, F., & Wiggin, H. (2014). The lean management systems handbook (Vol. 4). CRC Press.
3. Emiliani, M. L. (2006). Origins of lean management in America: the role of Connecticut businesses. Journal of management History, 12(2), 167-184.
4. Feld, W. M. (2000). Lean manufacturing: tools, techniques, and how to use them. CRC press. • Forrest W. Breyfogle III, Implementing Six Sigma: Smarter solutions Using Statistical Methods, 1999. • James P. Womack, Daniel T. Jones, Lean Thinking, Free press business, 2003.
5. Liker, J. K. (1997). Becoming lean: Inside stories of US manufacturers. CRC Press. • Liker, J. K., & Convis, G. L. (2012). The Toyota way to lean leadership. McGraw-Hill.
6. Mann, D. (2009). The missing link: Lean leadership. Frontiers of health services management, 26(1), 15-26.
7. Michael L. George, Lean Six Sigma, McGraw-Hill, 2002.
8. N. Goplakrishnan, Simplified Lean Manufacture, PHI

Suggested Continuous Evaluation Methods:

In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses:

Further Suggestions:

Programme/Class: Degree	Year: Third	Semester: Sixth
BAC353		
Course Code: BAC353	Course Title: Strategic Management	
Course outcomes:		
<ol style="list-style-type: none"> To be able to conduct comprehensive strategic analyses using tools such as SWOT, PESTEL, and Porter's Five Forces, enabling them to assess the internal and external environments of organizations. To develop the ability to make informed strategic decisions by evaluating different business scenarios, considering risks, and leveraging competitive advantages to achieve long-term organizational goals. To gain a thorough understanding of key strategic management frameworks, such as the Balanced Scorecard, Blue Ocean Strategy, and Value Chain Analysis, and how to apply them in real-world situations. To formulate and implement effective business strategies, aligning organizational resources, capabilities, and activities to achieve sustainable competitive advantage in dynamic markets. To acquire the skills to lead and manage strategic change within organizations, including the ability to anticipate challenges, overcome resistance, and ensure successful execution of strategic initiatives. 		
Credits: 3		Compulsory
Max. Marks: 100		Min. Passing Marks:
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-0-0		
Unit	Topics	No. of Lectures Total=45
I	What is Strategy? What are Strategic Intent; Mission; Objectives and Goals; Policies; Program; Budget; Process of strategic management, Levels of strategy	10
II	Identifying strategic alternatives of business; Environmental appraisal – Internal environment; Key Success Factors; Role of Resources, Capabilities and Core Competencies; Competitive Advantage to Competitive Strategies; VRIO Model, External environmental analysis – PESTEL.	12
III	Concept of Value Chain, SWOT Analysis; Tools and Techniques for Strategic Analysis – TOWS Matrix; Generic Strategies; Competitive Strategies - Porter's 5 Forces Model; The Experience Curve, Grand Strategy, BCG Matrix; Functional Strategies, Global entry strategies.	12
IV	Organization Structure; Resource Allocation; Projects and Procedural issues. Integration of Functional Plans. Leadership and corporate culture; Evaluation and Control: Organizational Systems and Techniques of Strategic Evaluation and Control of Performance and Feedback.	11
Suggested Readings:		
<ol style="list-style-type: none"> Lawrence, R. Jauch and William F. Glueck; Strategic Management and Business Policy, - McGraw – Hill Wheelen & Hunger, Concepts in Strategic Management and Business Policy, 12th edition, Pearson Education. Kazmi, Azhar, (2008), Strategic Management and Business Policy, 3rd Edition, McGraw Hill Education. R. Srinivasan, Strategic Management the Indian context, Prentice Hall of India L. M. Prasad – Strategic Management – Sultan Chand 		

<p>Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.</p>
<p>Suggested equivalent online courses: </p>
<p>Further Suggestions: </p>

Programme/Class: BBA	Year: Third	Semester: Sixth
BAE351		
Course Code: BAE351	Course Title: Performance Management and Compensation Management	
<p>Course outcomes: Here are five course outcomes for the syllabus on Compensation Management:</p> <ol style="list-style-type: none"> 1. Comprehend the fundamental concepts, objectives, and philosophy of compensation management, including its role as a motivational tool and strategic element within organizations. 2. Analyze and apply the principles of internal and external equity in compensation systems, and design effective pay structures, including broadbanding and job family structures. 3. Gain insight into the compensation strategies for various special groups such as corporate directors, executives, R&D staff, and professional workers, including sales compensation plans and the components of compensation packages. 4. Understand the statutory provisions governing compensation and the role of institutions such as wage boards, pay commissions, and trade unions in shaping and managing reward systems. 5. Explore compensation practices in multinational corporations, including the management of fringe benefits, incentives, retirement plans, and the unique challenges of global reward systems. 		
Credits: 4		Compulsory
Max. Marks: 50+50		Min. Passing Marks:
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-1-0		
Unit	Topics	No. of Lectures Total=30
I	Compensation Management: Concept, objectives and philosophy, compensation as motivational tool, strategic perspective of compensation and benchmarking, economic and behavioural theories related to reward management.	7
II	Internal and External equities in compensation system, Understanding inter and intra industry compensation differentials, designing pay structures, Broadband and job family pay structure.	7
III	Compensation of special group: Corporate directors, Chief executives, Senior managers, R&D staff, Compensation of professional & knowledge workers, Sales compensation plans, Understanding different components of compensation packages like fringe benefits, incentives and retirement plans, compensation practices of multinational corporations.	8
IV	Statutory provisions governing different components of reward systems, working different institutions related to reward system like wage boards, pay commissions, role of trade unions in compensation management.	8

Suggested Readings:

1. Armstrong, Michael and Murlis, Helen. *Reward Management : A hand Book of Salary Administration*, Kogan Page, London.
2. Belcher, David W. *Compensation Administration*, Prentice Hall, N.J.
3. Bragess, Lenard R. *Wage and Salary Administration*. Charles E. Merrill, London.
4. Henderson, Richard I. *Compensation Management: In knowledge- Based World*. Prentice Hall Inc., N.J.
5. Johri, C.K. *Industrial Policy and Industrial Relations*. Shri Ram Centre for Industrial Relation and Human Resources, New Delhi.
6. Lanham, Elizabeth. *Administration of wages and Salaries*. Harper & Row, New York.
7. Lupton, Tom. *Payment Systems*. Penguin Books, London.
8. Papola, T.S. *Principles of Wage Determination*. Somaiya Publications Bombay.
9. Pramod, Verma. *Wages Determination : Concept and Cases*. Wiley Eastern, New Delhi.
10. Rock, Micton, *Hand book Wage and Salary and Administration*. McGraw- Hill, New York.
11. Suri, G.K. *Wages Incentives Theory and Practice*, Shri Ram Centre for Industrial Relation and Human Resources, New Delhi.
12. Subrmaniam, K. N. *Wages is India*. Tata McGraw- Hill, New Delhi.
13. Taylor, George W. and Dunlop John T. *New Concept in Wage Determination*. McGraw- Hill, New York.

Suggested Continuous Evaluation Methods:

In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses:

Further Suggestions:

Programme/Class: BBA	Year: Third	Semester: Sixth
BAE352		
Course Code: BAE352/BAG352	Course Title: Retail Management	
Course Outcomes:		
1. Grasp the fundamental concepts, characteristics, and emerging trends in retailing, with a focus on the evolution of the Indian retail industry and the factors driving its transformation.		
2. Analyze various retail formats and institutions, including store-based and non-store-based strategies, and understand the role of web and non-traditional retailing in the modern retail landscape.		
3. Develop skills in trading area analysis, site selection, and store location evaluation, along with planning store design, layout, and effective space management to enhance retail image and customer experience.		
4. Apply principles of the retail marketing mix, advertising, sales promotion, and customer relationship management (CRM), and gain proficiency in retail merchandising, including buying processes, merchandise planning, and pricing strategies.		
5. Acquire knowledge of retail store operations, including inventory management, customer service, store administration, and the responsibilities of store managers in maintaining store efficiency, security, and overall performance.		
Credits: 4	Compulsory	
Max. Marks: 50+50	Min. Passing Marks:	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-1-0		
		No. of

Unit	Topics	Lectures Total=30
I	Introduction to Retailing: Definition, Characteristics, emerging trends in retailing, Evolution of retailing in India, Factors behind the change of Indian retail industry. Retail Formats: Retail institutions by ownership, Retail institutions by Store-Based Strategy Mix, Web, Non-store based, and other forms of Non-traditional Retailing.	7
II	Choosing a Store Location: Trading-Area analysis, characteristics of trading areas, Site selection, Types of locations, location and site evaluation. Store Planning: Design & Layout, Retail Image Mix, effective retail space management, floor space management.	7
III	Retail Marketing: Retail Marketing Mix, Advertising & Sales Promotion, Store Positioning, CRM. Retail Merchandising: Buying Organization Formats and Processes, Devising Merchandise Plans, Shrinkage in retail merchandise management, Markup & Markdown in merchandise management	8
IV	Merchandise Pricing: Concept of Merchandise Pricing, Pricing Objectives, External factors affecting a retail price strategy, Pricing Strategies, Types of Pricing. Retail Operation: Elements/Components of Retail Store Operation, Store Administration, Store Manager – Responsibilities, Inventory Management, Customer Service, Management of Retail Outlet/Store, Store Maintenance, Store Security.	8

Suggested Readings:

- Gibson G Vedamani: Retail Management: Functional principles & practices, Jaico Publishing House,
- Berman & Evarv: Retail Management, Prentice Hall,

Programme/Class: Degree	Year: Forth	Semester: Seventh
BAC401		
Course Code: BAC 401	Course Title: Business Intelligence	

Course outcomes:

1. To gain hands-on experience with leading Business Intelligence (BI) tools and technologies, such as Tableau, Power BI, and SQL, enabling them to design, develop, and deploy BI solutions.
2. To develop strong analytical skills, allowing them to collect, process, and interpret large datasets to uncover insights, trends, and patterns that can inform business decisions.
3. To understand the principles of data warehousing, including data modelling, ETL (Extract, Transform, Load) processes, and the design of data warehouses to support BI initiatives.

4. To integrate Business Intelligence into strategic planning and decision-making processes, ensuring that data-driven insights align with and support organizational goals.
5. To acquire the ability to effectively communicate complex data insights to non-technical stakeholders through the creation of clear and impactful visualizations, reports, and dashboards.

Credits: 3	Compulsory
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Max. Marks: 100	Min. Passing Marks:
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Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-0-0

Unit	Topics	No. of Lectures Total=45
I	Understanding Business Intelligence: The Challenge of Decision Making; What Is Business Intelligence; The Business Intelligence Value Proposition; The Combination of Business and Technology	10
II	Business Intelligence Technology Counterparts: Data Warehousing; What Is a Data Warehouse?; Data Marts and Analytical Data; Organization of the Data Warehouse; Enterprise Resource Planning; Distributing the Enterprise; First ERP, then Business Intelligence; The Current State of Affairs; Customer Relationship Management; CRM, ERP, and Business Intelligence; Customer Decisions; Decisions About Customers; Business Intelligence and Financial Information	12
III	The Spectrum of Business Intelligence: Enterprise and Departmental Business Intelligence; Strategic and Tactical Business Intelligence; Power and Usability in Business Intelligence; Finding the Right Spot on the Continuum; Business Intelligence: Art or Science?	12
IV	BI User Segmentation: Gathering BI Requirements; Content Management; Knowledge Management; Social media, big data and data mining; Strategic Approach to BI	11

- Suggested Readings:**
1. "Data Strategy: How To Profit From A World Of Big Data, Analytics And The Internet Of Things" by Bernard Marr
 2. "Big Data MBA: Driving Business Strategies with Data Science" by Bill Schmarzo
 3. "The Data Detective: Ten Easy Rules to Make Sense of Statistics" by Tim Harford
 4. "From Big Data to Big Profits: Success with Data and Analytics" by Russell Walker

Suggested Continuous Evaluation Methods:
 In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses:

Further Suggestions:

Programme/Class: Degree	Year: Forth	Semester: Seventh
BAG 401		
Course Code: BAG 401/BAE401	Course Title: Sales and Distribution Management	
Course outcomes:		
<ol style="list-style-type: none"> To develop and implement effective sales strategies, including sales forecasting, target setting, and territory management, to optimize sales performance and achieve business goals. To gain a thorough understanding of various distribution channels and models, including direct and indirect distribution, channel design, and logistics management, to ensure efficient and cost-effective delivery of products. To acquire skills in managing and motivating a sales force, including recruitment, training, performance evaluation, and compensation, to build a high-performing sales team that meets targets and drives revenue. To understand the principles and practices of CRM, including the use of CRM software and techniques to build and maintain strong customer relationships, enhance customer satisfaction, and drive repeat business. To analyze key sales performance metrics and data, such as sales volume, conversion rates, and customer acquisition costs, to make informed decisions, identify areas for improvement, and optimize sales and distribution strategies. 		
Credits: 3		Compulsory
Max. Marks: 25+75		Min. Passing Marks:
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-0-0		
Unit	Topics	No. of Lectures Total=45
I	Introduction to Sales Management, Sales Function and its relationship with other Marketing Functions, Nature and Scope of Personal Selling, Setting Personal Selling Objectives, Formulating Personal Selling Objectives, Personal Selling and Salesmanship.	11
II	Basic Marketing Planning for the Sales Manager, Role of Sales in Marketing Mix, Determining Sales Related Marketing Policies, Sales Forecasting Methods, Sales Budget, Sales Territories and Quotas.	11
III	Recruiting and Selecting Sales Personnel, Training; Motivation and Compensation of the Field Sales Force and Sales Executives, Developing and Managing Sales Evaluation Programme.	12
IV	Channel Planning, Organisational patterns in marketing, Managing Marketing Channels, Marketing Channel Policies and Legal Issues; Information System and Channel Management; Assessing performance of marketing channels; International Marketing Channels.	11
Suggested Readings:		
<ol style="list-style-type: none"> Anderson, R. <i>Professional Sales Management</i>. Prentice Hall, Englewood Cliffs N .J . Buskirk, R. H. and Stanton, W. J. <i>Management of Sales Force</i>. Richard D. Irwin, Homewood (Illinois). Dalrymple, D. J. <i>Sales Management, Concepts and Cases</i>. John Wiley, New York. Forsyth P. <i>Sales Management Handbook</i>. Jaico Publishing, New Delhi. Johnson, E. M. Kurtz, D. L. and Schewing. E. <i>Sales Management : Concept Practices and Cases</i>. McGraw Hill, New York. Lowe, Phil. <i>Selling Skills</i>,. Kogan Page, London. Mishra M N, <i>Sales Promotion and Advertising Management</i>, Himalaya Publishing House, New Delhi. Patty-Hite. <i>Managing Sales People</i>. Prentice Hall, Englewood Cliffs N.J. Russel, Beach and Buskrik.. <i>Text tBook of Salesmanship</i>. McGraw Hill, New York Singh V K, Dewan J.M. <i>Sales Management</i>., Commonwealth Publishers,New Delhi. Stern, LW, Aansari AIE, <i>Marketing Channels</i>. Prentice Hall of India, New Delhi. Still Richard R.,<i>Sales Management</i>. Prentice Hall of India,New Delhi. 		

<p>Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instill in student a sense of decision making and practical learning.</p>
<p>Suggested equivalent online courses:</p>
<p>Further Suggestions:</p>

Programme/Class: BBA	Year: Forth	Semester: Seventh
BAG402/BAE402		
Course Code: BAG 402/BAE 402	Course Title: E-Commerce and Digital Marketing	
<p>Course outcomes: Here are five course outcomes for the syllabus on E-commerce and Digital Marketing:</p> <ol style="list-style-type: none"> 1. Understand the basic concepts and models of e-commerce, including B2B, B2C, C2C, and C2B, and analyze the impact of e-commerce on business operations and consumer behavior. 2. Develop proficiency in digital marketing strategies, including search engine optimization (SEO), search engine marketing (SEM), content marketing, social media marketing, and email marketing, to enhance online presence and engagement. 3. Evaluate different e-commerce platforms and technologies, including website development, payment gateways, and security measures, to effectively set up and manage online stores. 4. Learn to use data analytics tools and techniques to track and measure the performance of e-commerce and digital marketing campaigns, including metrics such as conversion rates, customer acquisition costs, and return on investment (ROI). 5. Understand the legal and ethical considerations in e-commerce, including data privacy, cybersecurity, intellectual property rights, and compliance with regulations such as GDPR and CCPA. 		
Credits: 4		Compulsory
Max. Marks: 50+50		Min. Passing Marks:
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-0-0		
Unit	Topics	No. of Lectures Total=45
I	Introduction to E-commerce: Ecommerce- Meaning, Features of E-commerce, Categories of E-commerce, Advantages & Limitations of E-Commerce, Traditional Commerce & E-Commerce , Ecommerce Environmental Factors: Economic, Technological, Legal , Cultural & Social Factors Responsible for Growth of E-Commerce, Issues in Implementing ECommerce, Impact of E-Commerce on Business, Ecommerce in India Trends in E-Commerce in Various Sectors.	11

II	E-Business & Applications: E-Business: Meaning, Launching an E-Business, Important Concepts in E-Business: Data Warehouse, Customer Relationship Management , Supply Chain Management, Enterprise Resource Planning, Bricks and Clicks business models E-Business, Website : Design and Development of Website, Advantages of Website, Principles of Web Design, Payment Issues Relating to Privacy and Security in E-Business, Electronic Payment Systems: Features, Different Payment Systems :Debit Card, Credit Card ,Smart Card, E-cash, E-Cheque, E-wallet, Electronic Fund Transfer. Payment Gateway: Introduction, Payment Gateway Process, Payment Gateway Types, Advantages and Disadvantages of Payment Gateway.	11
III	Digital Marketing Introduction to Digital Marketing, Advantages and Limitations of Digital Marketing. Various Activities of Digital Marketing: Search Engine Optimization, Search Engine Marketing, Content Marketing & Content Influencer Marketing, Campaign Marketing, Email Marketing, Display Advertising, Blog Marketing, Viral Marketing, Podcasts &	12
	Vodcasts.	
IV	Digital Marketing on various Social Media platforms. Online Advertisement, Online Marketing Research, Online PR Web Analytics Promoting Web Traffic, Latest developments and Strategies in Digital Marketing.	11

Suggested Readings:

- D Nidhi ,E-Commerce Concepts and Applications, ,Edn 2011, International Book house P.ltd
- Bajaj Kamlesh K,E-Commerce- The cutting edge of Business
- Whiteley David, E-Commerce Technologies and Applications-2013
- E-Business & E-Commerce Management 3rd Ed, Pearson Education
- Kalokota & Robinson,E-Business 2.0 Road map for Success, Pearson Education

	Year: Forth	Semester: Seventh
BAG 403/ BAE403		
Course Code: BAG403/ BAE403	Course Title: Training and Development	
Course outcomes:		
1. Grasp the theories and practical applications of management training and development, recognizing how these practices contribute to competitive advantage and addressing resistance to change.		
2. Develop skills in designing and implementing training programs, utilizing various methods and addressing inputs and gaps, while incorporating modern approaches like human re-engineering, self-directed work teams, and managing a diverse workforce.		
3. Understand the roles of various stakeholders in executive development, including development officers and consultants, and analyze trends in performance management and their impact on training professionals.		
4. Learn to evaluate training and development programs using statistical methods and appropriate software packages, including the application of distance learning and effective follow-up techniques.		
5. Explore career development and planning strategies, including career counseling, development programs, and preparing for international assignments, through practical group projects and comprehensive training methods.		
Credits: 4		Compulsory
Max. Marks: 50+50		Min. Passing Marks:
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-0-0		
Unit	Topics	No. of Lectures Total=45
I	Nature of Training and Development : Theories of management training and development and practical application of these theories in today's organisations, inputs and gaps in training; Training and development as a source of competitive advantage; Resistance to change.	11
II	Designing Training Programmes: Training process and practical application of designing programmes in today's environment, methods of training; Human re-engineering, managing change, workmen training, re-training, government initiatives, self-directed work teams, learning curves, managing a diverse workforce	11
III	Executive Development Executive development: Role of development officers, administrators, consultants, designers and instructors; Trends towards performance management and its impact on training professionals. Evaluation of Training and Development Programmes Evaluation of training and development programmes- statistical methods; Use of appropriate training and development software packages; Application of distance learning packages, effective training follow-up	12
IV	Career Development: Career development and planning, career development programmes and counselling, group projects, training for international assignments	11

Suggested Readings:

- Bhattacharyya, D.K. Training and Development: Theories and Applications. New Delhi. Sage Publications India Pvt. Ltd.
- Lynton, R., & Pareek, U. Training for Development. New Delhi: Vistaar.
- Phillips, J. J. Hand book of Training Evaluation and Measurement Methods. Houston. Gulf Publishing Co.
- Prior, J. Handbook of Training and Development. Mumbai: Jaico Publishing House

Suggested Continuous Evaluation Methods:

Programme/Class: Degree	Year: fourth	Semester: Eighth
BAC 451		
Course Code: BAC 451	Course Title: Project Management	
Course outcomes:		
1. Students will be able to understand the characteristics of Project and Project Management Knowledge		
2. The students will understand the managerial process along with tools & techniques used in Project management Knowledge		
3. Students will understand the scheduling and monitoring process in Project. They will be able to apply PERT and CPM method for project scheduling		
4. Students will understand the perspectives in which optimum decisions are to be taken in case of risks with planned activities in project.		
5. To execute the successful completion of project using latest technologies.		
Credits: 3	Compulsory	
Max. Marks: 25+75	Min. Passing Marks:	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-1-0		
Unit	Topics	No. of Lectures Total=30
I	Definitions & Characteristics of Project, Types of Projects, Project Life Cycle, Project Management Process: Introduction, Tools & Techniques of Project Management. Project Team and Scope of Project Management, Project Organization.	6
II	Project Identification & Selection: Identification, Generation of ideas, Approaches to Project Screening and Selection, Project Rating Index. Market & Demand Analysis Techniques: Survey & Trend Projection Methods. Project Risk Management	8
III	Project Costing: Fundamental components of Project Cost, Types of Costs: Direct, Indirect, Recurring, Non-Recurring, Fixed, Variable, Normal, Expedite costs. Project Financing and Budgeting: Sources of Finance, Social Cost Benefit Analysis (SCBA) of Project, Project Scheduling and Network Analysis: Steps in Project Scheduling and Network design, Introduction to CPM and PERT,	8
IV	Monitoring and Control: Planning- Monitoring and Control Cycle. Project Management Information System. Milestone Analysis and Tracking Gantt chart. Earned Value Analysis (EVA): Planned Value (PV), Earned Value (EV), Cost Variance (CV), Schedule Variance (SV), Cost performance Index (CPI), Schedule performance Index (SPI). Project Termination: Types of Terminations, Project Termination Process	8

Suggested Readings:

1. Project Management- A Managerial Approach: Jack R. Meredith Broyhill Samuel J. Mantel, Jr (John Wiley & Sons)
2. Project Management : Mr. Sanjiv Marwah- (Wiley Dreamtech)
3. Project- Preparation, Appraisal, Budgeting and Implementation: Chandra Prasanna - (TMH) 4. Project Management Core Text Book : M R Gopalan (Wiley)
5. Quantitative Techniques in Management : N D Vohra (TMH)
6. Entrepreneurship and Small Business Management : M B Shukla

Suggested Continuous Evaluation Methods:

In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses:

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Programme/Class: BBA	Year: Four	Semester: Eighth
BAG 451/BAE 451		
Course Code: BAG 451/BAE 451	Course Title: Marketing of Services	
Course outcomes:		
1. Understand the origin, growth, and classification of services marketing, including its distinguishing features, the services marketing mix, and consumer behavior related to services.		
2. Develop skills in service planning and design, new service development, and service branding, along with applying objectives and strategies for service pricing using cost-based, value-based, and competition-based approaches.		
3. Learn to deliver services through intermediaries and design effective communication mixes for services, including setting objectives for services marketing communication.		
4. Master the techniques for designing and managing the service delivery process, including blueprinting services, balancing demand and capacity, and optimizing customer and employee roles in the delivery process.		
5. Build expertise in managing customer relations by fostering loyalty, handling feedback and service recovery, and applying the GAP model to manage and enhance service quality.		
Credits: 4		Compulsory
Max. Marks: 50+50		Min. Passing Marks:
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-0-0		
Unit	Topics	No. of Lectures Total=45
I	Introduction to Services Marketing: Origin, Growth, Classification, Distinguishing features of Services Marketing, Services Marketing Mix, Understanding Consumer behaviour.	10

II	Service product and pricing: Service planning and designing, classification, new service development, Service branding. Objectives and strategies of service pricing, cost based, value based and competition-based pricing.	12
III	Service Distribution and Communication: Delivering services through intermediaries, Designing communication mix for services, Objectives of services marketing communication. Designing and Managing Services delivery process: Blueprinting services, balancing demand and capacity, customer and employee roles in services delivery process, Designing Service environment.	12
IV	Managing customer relations and service quality: Building Customer loyalty, customer feedback and service recovery, managing service quality, GAP model.	11

Suggested Readings:

- .Essence of Services Marketing – Payne Adrian
- Services Marketing: Integrating Customer Focus Across the Firm - Valarie A Zeithaml
- Services Marketing : People, Technology & Strategy - Christopher Lovelock
- Services Marketing – Ravi Shanker
- Strategic Services Management – Boyle
- Strategic Planning for Public Service and non profit organizations-Pergamon.

Suggested Continuous Evaluation Methods:
 In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses:

Programme/Class: Degree	Year: Fourth	Semester: Eighth
Course Code: BAG452/BAE452		Course Title: Digital Marketing
<p>Course outcomes:</p> <ol style="list-style-type: none"> 1. To gain hands-on experience with key digital marketing tools and platforms, such as Google Ads, social media advertising, email marketing software, and analytics tools, enabling them to execute and manage effective digital marketing campaigns. 2. To create and implement comprehensive digital marketing strategies, including content marketing, SEO (Search Engine Optimization), SEM (Search Engine Marketing), and social media strategies, to achieve business goals. 3. To acquire the skills to analyze digital marketing data, including web traffic, conversion rates, and campaign performance metrics, to make informed decisions and optimize marketing efforts for better results. 4. To develop an understanding of consumer behavior in the digital environment, including how to segment audiences, target specific demographics, and tailor digital marketing strategies to meet the needs and preferences of online consumers. 5. To create and manage engaging digital content, including blogs, videos, social media posts, and infographics, to attract, engage, and retain customers while enhancing the brand’s online presence. 		
Credits: 3		Compulsory
Max. Marks: 25+75		Min. Passing Marks:

Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-0-1		
Unit	Topics	No. of Lectures Total=30
I	• Introduction of the digital marketing • Digital vs. Real Marketing • Digital Marketing Channels • Creating initial digital marketing plan • Content management • SWOT analysis • Target group analysis • Web design • Optimization of Web sites • MS Expression Web	7
II	• SEO Optimization • Writing the SEO content • Google AdWords-creating accounts • Google AdWords- types • Introduction to CRM • CRM platform • CRM models • Introduction to Web analytics • Web analytics - levels • Introduction of Social Media Marketing	7
III	• Creating a Facebook page • Visual identity of a Facebook page • Types of publications • Business opportunities and Instagram options • Optimization of Instagram profiles • Integrating Instagram with a Web Site and other social networks • Keeping up with posts • Business tools on LinkedIn • Creating campaigns on LinkedIn • Analysing visitation on LinkedIn • Creating business accounts on YouTube • YouTube Advertising • YouTube Analytics	8
IV	• Facebook Ads • Creating Facebook Ads • Ads Visibility • E-mail marketing • E-mail marketing plan • E-mail marketing campaign analysis • Keeping up with conversions Digital Marketing Budgeting - resource planning - cost estimating - cost budgeting - cost control	8

Suggested Readings:

"Digital Marketing for Dummies" by Ryan Deiss and Russ Henneberry

"Contagious: How to Build Word of Mouth in the Digital Age" by Jonah Berger

"Building a Story Brand: Clarify Your Message So Customers Will Listen" by Donald Miller

Suggested Continuous Evaluation Methods:

In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses:

Further Suggestions:

Programme/Class: BBA	Year: Fourth	Semester: Eighth
BAG 453/BAE 453		
Course Code: BAG 453/ BAE453	Course Title: Fundamentals of Social Media Analytics	

Course outcomes:

Here are five course outcomes for the syllabus on Social Media Analytics (SMA):

1. Comprehend the social media landscape and the necessity of SMA, including its application in both small and large organizations, and its impact across various areas.

2. Analyze social networks using concepts such as nodes, ties, and influencers, and apply network models and

basic measures to understand individual and network-level metrics.

3. Utilize web analytics tools and techniques, including clickstream analysis, A/B testing, online surveys, and web crawling, to gather and visualize data, and apply Natural Language Processing (NLP) for micro-text analysis.

4. Evaluate and analyze social media platforms such as Facebook, LinkedIn, Instagram, YouTube, and Twitter, focusing on metrics like audience demographics, reach, engagement, and the effectiveness of social campaigns.

5. Develop skills in processing and visualizing social media data using Python, including tasks like influence maximization, link prediction, collective classification, and applying these techniques to advertising and game analytics.

Credits: 4	Compulsory
Max. Marks: 50+50	Min. Passing Marks:

Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-0-0

Unit	Topics	No. of Lectures Total=45
I	Introduction to Social Media Analytics (SMA): Social media landscape, Need for SMA; SMA in Small organizations; SMA in large organizations; Application of SMA in different areas Network fundamentals and models: The social networks perspective - nodes, ties and influencers, Social network and web data and methods. Graphs and Matrices- Basic measures for individuals and networks. Information visualization	11
II	Making connections: Link analysis. Random graphs and network evolution. Social contexts: Affiliation and identity. Web analytics tools: Clickstream analysis, A/B testing, online surveys, Web crawling and Indexing. Natural Language Processing Techniques for Micro-text Analysis	11
III	Facebook Analytics: Introduction, parameters, demographics, Analyzing page audience. Reach and Engagement analysis. Post-performance on FB. Social campaigns. Measuring and Analyzing social campaigns, defining goals and evaluating outcomes, Network Analysis (LinkedIn, Instagram, YouTube Twitter etc. Google analytics. Introduction. (Websites)	12
IV	Processing and Visualizing Data, Influence Maximization, Link Prediction, Collective Classification, Applications in Advertising and Game Analytics Introduction to Python Programming, Collecting and analyzing social media data; visualization and exploration	11

Suggested Readings:

- Matthew Ganis, Avinash Kohirkar, Social Media Analytics: Techniques and Insights for Extracting Business Value Out of Social Media Pearson
- Jim Sterne Social Media Metrics: How to Measure and Optimize Your Marketing Investment Wiley
- Marshall Sponder Social Media Analytics McGraw Hill
- Tracy L. Tuten, Michael R. Solomon Social Media Marketing Sage

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instill in student a sense of decision making and practical learning.
Suggested equivalent online courses:
Further Suggestions: