Bachelor of Business Administration

T.Y.B.B.A.

Class: T. Y. BBA **Semester –V**

Course Code	Course	Teaching Scheme				Evaluation Scheme				
		L	T	P	Credits	Scheme	Theory (Marks)			Practical (Marks)
							Max	Min. for passing %		Max.	Min. for passing %
BBA301	Strategic Management	3	1	-	4	ISE	20	40	40	--	--
						UT1	15			--	--
						UT2	15			--	--
						ESE	50	40		--	--
BBA303	Logistic and Supply Chain Management	3	1	-	4	ISE	20	40	40	--	--
						UT1	15			--	--
						UT2	15			--	--
						ESE	50	40		--	--
	Discipline Specific Elective-MAJOR-Paper-I	3	1	-	4	ISE	20	40	40	--	--
						UT1	15			--	--
						UT2	15			--	--
						ESE	50	40		--	--
	Discipline Specific Elective-MINOR-Paper-I	3	1	-	4	ISE	20	40	40	--	--
						UT1	15			--	--
						UT2	15			--	--
						ESE	50	40		--	--
BBA311	Financial Literacy-Fundamental of Share Market-II	-	-	4	2	ISE	-	-	-	50	50
						ESE	-	-		50	50
BBA313	Capstone Project	-	2	4	4	ISE	-	-	-	50	50
						ESE	-	-		50	50
	TOTAL	**12**	**6**	**8**	**22**						

Total Contact Hours/week: 26
Total Credits: 22
ISE = In Semester Evaluation, UT1= Unit Test 1, UT2= Unit Test 2, ESE = End Semester Examination

Class: T. Y. BBA **Semester –VI**

Course Code	Course	Teaching Scheme				Evaluation Scheme					
		L	T	P	Credits	Scheme	Theory (Marks)			Practical (Marks)	
							Max.	Min. for passing %		Max.	Min. for passing %
BBA302	Project Management	3	1	-	4	ISE	20	40	40	--	--
						UT1	15			--	--
						UT2	15			--	--
						ESE	50	40		--	--
BBA304	Business Taxation	3	1	-	4	ISE	20	40	40	--	--
						UT1	15			--	--
						UT2	15			--	--
						ESE	50	40		--	--
	Discipline Specific Elective-MAJOR-Paper-II	3	1	-	4	ISE	20	40	40	--	--
						UT1	15			--	--
						UT2	15			--	--
						ESE	50	40		--	--
	Discipline Specific Elective-MINOR-Paper-II	3	1	-	4	ISE	20	40	40	--	--
						UT1	15			--	--
						UT2	15			--	--
						ESE	50	40		--	--
BBA312	Corporate Governance	2	-	-	2	ISE	--	--	--	50	50
						ESE	--	--		50	50
BBA314	Major Project	-	2	4	4	ISE	--	--	--	50	50
						ESE	--	--		50	50
	TOTAL	**14**	**6**	**4**	**22**						

Total Contact Hours/week: 24
Total Credits: 22
NOTE-
1.Student has EXIT Option after completion for BBA-III. Student will get Bachelor of Business Administration Degree.
2. Minimum Eligibility Criteria for admission to the Fourth Year
1.**B.B.A.(Honours with Research):**
Minimum 75% marks or equivalent to CGPA in BBA Degree upto Sixth Semester
2.**For B.B.A.(Honours):** B.B.A. Degree

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Discipline Specific Electives: (DSE)

DSE Group	Electives
1	Marketing Management
2	Financial Management
3	Human Resource Management
4	Business Analytics
5	Computer Application
6	International Business
7	Financial Technology (FinTech)
8	Data Science
9	Artificial Intelligence & Machine Learning
10	Innovation and Entrepreneurship
11	Digital Marketing
12	Supply Chain Management

Elective-Group	Elective	Sem.	Course Code	Course Name
1	Marketing Management	V	BMM301	Consumer Behavior
		VI	BMM302	Retail Marketing
2	Financial Management	V	BFM301	International Financial Management
		VI	BFM302	Investment Analysis and Portfolio Management
3	Human Resource Management	V	BHR301	HRD – Systems & Strategies
		VI	BHR302	Change Management and Organizational Development
4	Business Analytics	V	BBAN301	Understanding of Statistical Analytics
		VI	BBAN302	Data Analytics using Python
5	Computer Application	V	BCAP301	Relational Database Management System
		VI	BCAP302	Data Mining and Ware-housing
6	International Business	V	BIB301	International Trade Policy & Strategy
		VI	BIB302	Global Business Environment
7	Financial Technology (FinTech)	V	BFT301	Introduction to FinTech & FinTech Platforms
		VI	BFT302	Financial Analytics
8	Data Science	V	BDS301	Fundamentals of Data Management
		VI	BDS302	Understanding of Statistical Analytics
9	Artificial Intelligence & Machine Learning	V	BALML301	Data Mining and Recommendation System
		VI	BALML302	Foundation of Machine Learning
		V	BIE301	New venture Creation and Start-Up

10	Innovation and Entrepreneurship	VI	BIE302	New Product Development Theory
11	Digital Marketing	V	BDM301	Fundamentals of Digital Marketing
		VI	BDM302	Search Engine Optimization
12	Supply Chain Management	V	BSCM301	Management Decision Models
		VI	BSCM302	Operations Strategy

K.E. Society's
Rajarambapu Institute of Technology, Rajaramnagar
(An Empowered Autonomous Institute, affiliated to Shivaji University, Kolhapur)
Syllabus of Third Year B.B.A.
To be implemented for 2024-28 & 2025-29 Batch
Department of B.B.A

Class: -**Third Year B. B.A.**	Semester- **V**
Course Code: **BBA301**	Course Name: **Strategic Management**

L	T	P	Credits
3	1	-	4

Course Description:

Strategic Management course provides a comprehensive overview of the strategic planning process within an organization. It introduces the key concepts, tools, and frameworks required to analyze both external and internal environments, formulate effective strategies, implement them.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1. Demonstrate a clear understanding of the fundamental concepts and processes involved in strategic management.
2. Conduct comprehensive analysis of an organization's external environment, utilizing tools such as PESTEL and Porter's Five Forces to identify key opportunities and threats.
3. Assess an organization's internal capabilities, including resources and core competencies.
4. Develop strategic plans by using various tools and frameworks, such as SWOT analysis, BCG matrix.
5. Recognize the processes required to implement strategies effectively
6. Evaluate strategic initiatives through performance measurement.

Prerequisite:

Basic understanding of Management concepts.

Course Content

Unit No.	Description	Hrs.
1	**Introduction to Strategic Management**	

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	Meaning, nature, and importance of strategic management, Objectives of strategic management in business, Levels of strategy: corporate, business, and functional, Strategic management process: formulation, implementation, and evaluation.	**06**
2	**External Environment Analysis** Concept of external environment and its components, PESTEL Analysis (Porter's Five Forces Model for industry analysis), Identifying opportunities and threats in the environment.	**06**
3	**Internal Environment Analysis** Concept of internal environment and its significance, Resource-Based View (RBV) and core competencies, SWOT Analysis: combining strengths, weaknesses, opportunities, and threats, Value Chain Analysis (Michael Porter), Achieving competitive advantage	**06**
4	**Strategy Formulation** Corporate, business, and functional strategies, Growth strategies: diversification, integration, market and product development, Stability and retrenchment strategies, Strategic choice tools: Ansoff Matrix, BCG Matrix.	**06**
5	**Strategy Implementation** Translating strategy into action, Organizational structure and resource allocation, Leadership, motivation, and culture in strategy implementation, managing change and overcoming resistance, Ethics and corporate governance in implementation	**06**
6	**Strategy Evaluation and Control** Importance of evaluating strategies, Types of strategic control: Premise, Implementation, and Strategic Surveillance, Performance measurement: KPIs and Balanced Scorecard, Feedback systems and corrective actions	**06**

References -

Reference Books:

1. Fred R. David and Forest R. David, Strategic Management: Concepts and Cases, Pearson Education
2. A. Thompson, A.J. Strickland, and John E. Gamble, Strategic Management: A Competitive Advantage Approach, Concepts and Cases, Pearson Publication
3. R. Srinivasan, Strategic Management: The Indian Context, PHI Learning Pvt. Ltd.
4. P.K. Ghosh, Strategic Management, Sultan Chand & Sons Publication
5. Milind T. Phadatare, Strategic Management – Text & Cases, PHI Learning Pvt. Ltd.

Class: **Third Year B. B.A.**	Semester- **V**
Course Code: **BBA303**	Course Name: **Logistic and Supply Chain Management**

L	**T**	**P**	**Credits**
3	**1**	**-**	**4**

Course Description:

Logistic and Supply Chain Management is a comprehensive course that equips students with essential skills to manage and optimize supply chains in modern business environments. The course covers logistics, strategic fit, network design, sourcing, pricing, and demand management, emphasizing the impact of digital transformation on supply chain strategies and operations. Through case studies and practical insights, students will learn to design effective supply chain networks, optimize e-commerce operations, and manage global challenges.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1. Identify core supply chain drivers and strategic metrics to build organizational competitiveness.
2. Align high-level business strategies with localized day-to-day operational capabilities.
3. Design responsive distribution networks incorporating e-business and global logistics platforms.
4. Evaluate strategic sourcing options and risk profiles for supplier relationship management.
5. Implement dynamic pricing and revenue management models for digital marketplaces
6. Apply demand forecasting and aggregate sales planning techniques to coordinate cross-functional operations.

Prerequisite:

Basic understanding of business management, marketing, operations, and organizational functions

Course Content

Unit No.	Description	Hrs.
1	**Introduction to Supply Chain Management** Role of supply chain management in organizations, achieving strategic fit between business strategy and operations, Understanding supply chain drivers and performance metrics, Importance of aligning supply chains with competitiveness goals	06
2	**Supply Chain Strategy & Performance Alignment** Integral nature of supply chains in connecting business strategies with operational capabilities, Frameworks for enhancing organizational performance through supply chain design, Case studies on strategic alignment and competitive advantage	06
3	**Supply Chain Network Design** Designing distribution networks for efficiency and responsiveness, E-business applications in supply chain networks, Global supply chain network strategies and challenges, Balancing cost, service, and flexibility in network design, Case studies on sourcing optimization	06
4	**Sourcing Strategies** Strategic sourcing decisions and supplier relationship management, Global sourcing challenges and risk management, Role of technology in sourcing (e-procurement, digital platforms)	06
5	**Pricing & Revenue Management** Pricing models within supply chains, Dynamic pricing in e-commerce and digital marketplaces, Revenue optimization strategies, Balancing cost-efficiency with customer value	06
6	**Demand & Supply Co-ordination** Demand forecasting techniques and applications, Aggregate planning strategies, Sales and operations planning (S&OP) for	06

	synchronization, Importance of cross-functional coordination to balance demand and supply	

References -

Textbooks and References

1. Sunil Chopra & Peter Meindl, Supply Chain Management: Strategy, Planning, and Operation, Pearson Publication
2. Martin Christopher, Logistics & Supply Chain Management, Pearson Publication
3. Dr V. Saikumari , Prof S. Purushothaman ,Logistics and Supply Chain Management, , Sultan Chand and Sons Publication
4. Satish C. Ailwadi, Rakesh Singh, Logistics and Supply Chain Management, PHI Publication

Suggested Case Topics

•Dell's direct model in PC manufacturing: Integration of supply chain and e- business.
•Starbucks' sustainable sourcing practices: A supply chain perspective.
•Walmart's supply chain management strategies for global dominance.

Research Paper Reading

. Eyo-Udo, N. L., Odimarha, A. C., & Kolade, O. O. Ethical Supply Chain Management: Balancing Profit, Social Responsibility, And Environmental Stewardship. International Journal of Management & Entrepreneurship Research, 6(4), 1069-1077.1.

Class: **Third Year B.B.A.**	Semester- **V**
Course Code: **BMM301**	Course Name: **Consumer Behaviour**

L	**T**	**P**	**Credits**
3	**1**	**-**	**4**

Course Description:

This course provides conceptual foundations of consumer buying behavior. It explains models of Consumer behavior and decision making. It acquaints students with consumer decision making process. It covers internal and external factors influencing consumer buying behavior. It gives global consumer behavior knowledge and consumer rights.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1. Comprehend Consumer behavior its scope and Consumer Behavior Models.
2. Explain consumer decision making process and its models
3. Illustrate external influencing factors of Consumer Behavior
4. Evaluate internal influencing factors of Consumer Behavior
5. Formulate strategies to apply in market to influence Consumer Behavior
6. Realize global consumer behavior and consumer rights.

Prerequisite:

Basic understanding of Marketing concepts.

Course Content

Unit No.	Description	Hrs.
1	**Introduction to Consumer Behavior** Concept of Consumer Behavior, Nature of consumer behavior, Scope of consumer behavior, Consumer and customer, Consumer behavior and customer satisfaction, Consumer Behavior Models.	06
2	**Consumer Decision Making**	06

	Meaning of consumer Decision making, Consumer Decision Making Process, models of consumer decision making, Diffusion of innovations.	
3	**External Influences on Consumer Behavior** Cultural & subculture influences on Consumer Behavior. Social Class, Social Groups & Reference Groups, Family Influence. Opinion Leaders, cross cultural consumer behavior.	06
4	**Internal Influences on Consumer Behavior** Personality- Psychographics, Values and Lifestyles, consumer motivation, consumer perception, Consumer Learning, Information Processing, Consumer Attitudes.	06
5	**Application of Consumer Behavior** Strategic Marketing Planning, Segmentation, Pre-requisites of segmentation basis of Segmentation, Market segmentation strategies, Targeting and Positioning, Positioning strategies	06
6	**Consumerism** Concept of Consumerism, Evolution of Consumerism, Rights of Consumers, Benefits of Consumerism, International Consumer Rights, Global Consumer Behavior	06

References -

1. Suja R. Nair, Consumer Behavior: In Indian Perspective: Himalaya Publishing House
2. Leon Schiffman, Leslie Kanuk,S.Ramesh Kumar, Consumer Behavior ,Pearson Publication
3. David L. Loudon & Albert J.Della Bitta, Consumer Behavior, Tata McGraw Hill Publication
4. Henry Assael, Consumer Behaviour & Marketing Action, Thompson Learning Publication
5. Nair, Suja R., Consumer Behaviour in Indian Perspective, Himalaya Publishing House

Course Content		
Unit No.	**Description**	**Hrs.**
1	**Introduction to International Finance** Concept and Principles of International Business, Methods of International Business, Comparative Advantage, International Monetary System, International Financial Institutions, Barriers to International Trade, Indian EXIM Policy	06
2	**Foreign Exchange Markets** Spot Prices and Forward Prices, Factors influencing Exchange Rates - The effects of Exchange rates in Foreign Trade, Tools for hedging against Exchange rate variations, Forward, Futures and Currency options, Determination of Foreign Exchange rate in Spot Market and Forward Market, PPP Theory -Interest Rate Parity (Practical Problems)	06
3	**Exchange Rate Mechanism** Derivatives, Foreign Currency-Future and Options, Theories of Foreign Exchange Rate Long Term Assets and Liability Management: Multinational Capital Budgeting, Trade Finance Methods and International Cash Management (Practical Problems)	06
4	**Managing Foreign Exchange** Exposure and Exchange Control Regulations *Management* of Foreign Exchange Exposure, Techniques of Covering Risks - Internal and External, EXIM Bank, Export- Import Financing Mechanism, Buyer's Credit and Suppliers Credit	06
5	**FDI and Country Risk Analysis** FDI and motives of FDI- Firm specific advantages, Internationalization advantages, Country specific advantages, Modern Approach to investment Appraisal- NPV, Real options, Game theory and strategy and combined approach. Country risk analysis- Significance- Factors to be considered- Techniques to assess the	06

	country risk- country risk rating, measuring country risk, Market approach, incorporating country Risk in Capital Budget, reducing exposure to takeovers.	
6	**International Capital Budgeting** Multinational capital budgeting- special issues- evaluating international projects using Adjusted Present Value model (APV) - Risk adjustment in the Capital Budgeting Analysis- Sensitivity Analysis Purchasing Power Assumption- Real Options	**06**

References -

1. Eun CS and Resnick BG, International Financial Management, Tata McGrawhill Education (India) Pvt. Ltd.
2. Madura Jeff, International Financial Management, Cengage Learning.
3. Eiteman David K., Stonehill Arthur I., Moffett Michael H., Multinational Business Finance, Pearson publication.
4. Madura Jeff, International Corporate Finance, Cengage Learning.
5. Apte Prakash G, International Finance, Tata McGraw-Hill Education Pvt. Ltd.
6. Sharan Y, International Financial Management, PHI Publication
7. Dun and Broad Street, Foreign Exchange Market, Tata McGraw-Hill Education (India) Pvt. Ltd.
8. Levi Maurice, International Finance, Routledge Publication.
9. Shapiro C. Alan, Multi National Financial Management, Wiley India Pvt. Ltd.
10. Shapiro C. Alan and Moles Peter, International Financial Management, Wiley India Pvt. Ltd.

Class: -**Third Year B.B.A.**	Semester- **V**
Course Code: **BHR301**	Course Name: **HRD-Systems and Strategies**

L	**T**	**P**	**Credits**
3	**1**	**-**	**4**

Course Description:

This course introduces the concepts, systems, and strategic role of Human Resource Development in organizations. It covers training and development, performance improvement, learning organizations, and knowledge management. The course also focuses on evaluating HRD practices and designing strategies to enhance employee capability and organizational effectiveness.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1. Explain the concepts, evolution, and importance of Human Resource Development
2. Describe HRD systems and the process of identifying training needs.
3. Apply strategic HRD practices to support organizational learning and development.
4. Analyze HRD interventions for improving employee performance and effectiveness.
5. Evaluate HRD programs, practices, and challenges within organizations.
6. Design effective and future-oriented HRD strategies for organizational growth.

Prerequisite:

Students should have basic knowledge of Fundamentals of Human Resource Management. Organizational structure and workplace practices.

Course Content

Unit No.	**Description**	**Hrs.**
1	**Introduction of Human Resource Development (HRD)** Meaning and Concept of HRD, Evolution of HRD, Importance of HRD, Functions and roles of HRD manager, Framework for HRD process.	**06**

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2	**HRD Systems and Training Needs** HRD system and components, Training and development system, Analyzing and prioritizing training needs-concept, Methods of training need analysis, Performance appraisal system, Career planning and succession planning	06
3	**Strategic HRD and Learning Organizations** Strategic role of HRD, HRD and business strategy alignment, learning organizations, Knowledge management, Competency and talent development, Applying HRD for organizational effectiveness.	06
4	**HRD Interventions** HRD interventions – meaning and types, Organization development interventions, Leadership and team development, Employee engagement practices, change management, Analyzing HRD effectiveness,	06
5	**HRD Evaluation and Challenges** Challenges to organizations and HRD professionals, Need for HRD evaluation, Training evaluation models, HRD audit, Measuring HRD effectiveness and ROI, Technology in HRD	06
6	**Future and Strategic HRD Design** Future trends in HRD, Designing HRD systems, HRD for sustainability, Global HRD practices, Innovation in HRD, Developing HRD strategy.	06

Reference Books-

1. Randy L., Human Resource Development & DeSimone, Cengage Learning.
2. Werner, Jon M., & Harris, David M., Human Resource Development, Harcourt College Publishers.
3. Dessler, Gary, Human Resource Management, Pearson Publishing
4. Thomas G., & Worley, Christopher G.., Organization Development and Change Cummings, Cengage Learning.
5. Jeffrey A. Mello, Strategic Human Resource Management, Cengage Learning.

6. Rao, T. V., & Pareek, Udai, Managing Human Resource Systems. Oxford & IBH Publishing.
7. Subba Rao, P., Human Resource Management, Himalaya Publishing House.
8. Aswathappa, K., Human Resource Management: Text and Cases, McGraw Hill Education.
9. Gankar, S. V., Personnel Management, Himalaya Publishing House.
10. Rao, V. S. P, Human Resource Management: Text and Cases, Excel Books.

Academic Journals (HRD / HRM / Organizational Development)

1.Human Resource Development Quarterly
2.Human Resource Development International
3.International Journal of Human Resource Management
4.Academy of Management Learning & Education
5.Journal of Organizational Behavior
6.Training and Development Journal (T+D)

Websites and Professional Resources

1. Society for Human Resource Management (SHRM) – HR practices, research reports, and case studies.
2. Academy of Management (AOM) – Research publications and academic resources in management and HR.
3. International Labour Organization (ILO) – Global labour standards, skills development, and workforce trends.
4. World Economic Forum (WEF) – Reports on future of jobs, skills, and workforce transformation.
5. Harvard Business Publishing – Articles, cases, and insights on leadership and HR Development.

Class: -**Third Year B. B.A.**	Semester- **V**
Course Code: **BBAN301**	Course Name: **Understanding of Statistical Analysis**

L	**T**	**P**	**Credits**
3	**1**	**-**	**4**

Course Description:
This course introduces fundamental statistical concepts and analytical techniques used to interpret and analyze data in business contexts. It focuses on descriptive and inferential statistics, probability, and data analysis tools to support data-driven decision-making. Students will develop basic skills in analyzing and interpreting data for practical business applications.

Course Learning Outcomes:
After successful completion of the course, students will be able to,

1. Recognize basic statistical concepts and data types
2. Apply descriptive statistics to summarize data
3. Analyze data using probability concepts and distributions
4. Bring about inferential statistics for decision-making
5. Use statistical tools/software for data analysis
6. Interpret statistical results in business and real-world contexts

Prerequisite:
Student should have basic knowledge about statistics and mathematics

Course Content

Unit No.	Description	Hrs.
1	**Introduction to Statistical Analytics** Meaning and Importance of Statistics, Types of Statistics: Descriptive and Inferential Types of Data (Qualitative & Quantitative), Scales of Measurement (Nominal, Ordinal, Interval, Ratio), Role of Statistics in Business and Data Science	**06**

2	**Descriptive Statistics** Measures of Central Tendency (Mean, Median, Mode), Measures of Dispersion (Range, Variance, Standard Deviation), Skewness and Kurtosis (Basics), Data Visualization (Bar Chart, Histogram, Pie Chart), Introduction to Spreadsheet Tools (Excel)	**06**
3	**Probability Theory** Basic Concepts of Probability, Rules of Probability (Addition and Multiplication), Conditional Probability, Bayes' Theorem (Basic Concept), Applications in Business Decision Making.	**06**
4	**Probability Distributions** Random Variables (Discrete and Continuous), Binomial Distribution, Poisson Distribution, Normal Distribution, Applications of Distributions in Real-Life Data	**06**
5	**Inferential Statistics** Sampling Techniques, Estimation (Point and Interval Estimation), Hypothesis Testing (Null and Alternative Hypothesis), T-test, Z-test (Basic Concept), Confidence Intervals	**06**
6	**Statistical Tools and Applications** Introduction to Statistical Software (Excel / SPSS / R basics), Correlation Analysis, Regression Analysis (Simple Linear Regression), Interpretation of Output, Case Studies in Business Analytics	**06**

References -

1. Christian Heumann, Michael Schomaker, Introduction to Statistics and Data Analysis: Shalabh, Springer Nature Publication
2. Warren J. Ewens, Katherine Brumberg, Introductory Statistics for Data Analysis, Springer Publication
3. Cheng-Few Lee, John C. Lee, Alice C. Lee, Statistics for Business and Financial Economics

4. Alan H. Kvanli , Introduction to Business Statistics: A Computer Integrated Data Analysis Approach, S.Chand & Company Ltd.
5. C. B. Gupta, An Introduction to Statistical Methods:, Vikas Publishing House

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Class: **-Third Year B. B.A.**	Semester- **V**
Course Code : **BCAP301**	Course Name: **Relational Database Management System**

L	T	P	Credits
3	1	-	4

Course Description:

This course provides a comprehensive understanding of Relational Database Management Systems (RDBMS) and their role in business applications. It introduces students to database concepts, data models, relational algebra, normalization, SQL, and database design principles. The course focuses on the practical implementation of database concepts using SQL for data creation, manipulation, and retrieval. It also covers transaction management, security, and emerging trends in database systems. The course equips students with essential database skills required for business analytics, enterprise systems, and decision-making support.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1. Explain DBMS architecture, components, and relational models versus traditional file systems.
2. Build ER diagrams and map them into relational schemas with proper keys and constraints.
3. Apply normalization (1NF to BCNF) to eliminate data redundancy and anomalies.
4. Write DDL and DML commands to create, modify, filter, and group database tables.
5. Execute complex SQL operations using joins, subqueries, views, triggers, and stored procedures.
6. Explain ACID properties, security controls, and emerging cloud and NoSQL database trends.

Prerequisite:

Student should have basic knowledge of computer

Course Content

Unit No.	Description	Hrs.
1	**Introduction to Database Management System** Concept of Data and Information, File System vs Database System, DBMS: Definition, Features and Advantages, Types of Database Models, Relational Database Model, Components of DBMS, Role of Database Administrator (DBA)	06
2	**Relational Model and Database Design** Concepts of Tables, Attributes, Tuples, Keys: Primary Key, Foreign Key, Candidate Key, Composite Key, Integrity Constraints, ER Model – Entities, Attributes, Relationships, ER Diagram, Mapping ER Model to Relational Model	06
3	**Normalization** Concept of Data Redundancy and Anomalies, Functional Dependency, Normalization Concepts, First Normal Form (1NF), Second Normal Form (2NF), Third Normal Form (3NF), Boyce-Codd Normal Form (BCNF)	06
4	**Structured Query Language (SQL) – I** Introduction to SQL, Data Types, Data Definition Language (DDL): CREATE, ALTER, DROP, Data Manipulation Language (DML): INSERT, UPDATE, DELETE, SELECT Statement, WHERE Clause, ORDER BY, GROUP BY, HAVING	06
5	**Structured Query Language (SQL) – II** Joins: Inner Join, Outer Join, Subqueries, Aggregate Functions, Constraints in SQL, Views, Indexes, Introduction to Stored Procedures and Triggers	06
6	**Transactions, Security and Emerging Trends** Transaction Management, ACID Properties, Concurrency Control, Database Security and Authorization, Backup and Recovery, Introduction to NoSQL, Cloud Databases and Big Data Overview	06

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References -

1. Korth, H. F., Silberschatz, A., & Sudarshan, S., Database System Concepts, McGraw Hills Publication
2. Elmasri, R., & Navathe, S., Fundamentals of Database Systems, Pearson Publication
3. Date, C. J, An Introduction to Database Systems, Pearson Publication
4. Ivan Bayross , SQL, PL/SQL -The Programming Language of Oracle, BPB Publications.
5. Alexis Leon & Mathews Leon, Database Management Systems, Vikas Publishing.

Class: -**Third Year B.B.A.**	Semester- **V**
Course Code: **BIB301**	Course Name: **International Trade Policy & Strategy**

L	T	P	Credits
3	1	-	4

Course Description:
International Trade Policy & Strategy examines the theories, policies, institutions, and strategic decisions that shape global trade. The course explores classical and modern trade theories, trade regulations, tariff and non-tariff barriers, regional trade agreements, and global institutions.

Course Learning Outcomes:
After successful completion of the course, students will be able to,

1. Explain major international trade theories (classical, neoclassical, and modern approaches) and their relevance to current global trade patterns.
2. Analyze the role of international institutions such as the World Trade Organization, World Bank, and International Monetary Fund in shaping trade policy frameworks.
3. Evaluate trade policy instruments, including tariffs, quotas, subsidies, anti-dumping measures, and non-tariff barriers.
4. Assess the economic and political impacts of regional trade agreements and economic integration initiatives.
5. Develop strategic trade and market-entry plans for firms operating in global markets considering regulatory, cultural, and geopolitical risks.

Prerequisite:
Students should have foundational understanding of micro and macroeconomics. Prior exposure to International Business or International Economics is highly recommended.

Course Content

Unit No.	Description	Hrs.
1	**International Trade – Concepts, Trends and Global Structure** Meaning and importance of international trade, Basis of trade –	

	specialization and comparative advantage, Recent trends in world trade, Leading trading nations – United States, China, Germany, Japan, Major commodities traded globally.	**06**
2	**India's Foreign Trade – Structure and Performance** Growth of India's foreign trade, Composition of exports and imports, Direction of trade and major partners, India's position in world merchandise and services trade Balance of Payments.	**06**
3	**India's Foreign Trade Policy and FDI** Objectives of Foreign Trade Policy, Export promotion measures, Import policy and controls, Foreign Direct Investment (FDI) Policy Framework, Role of Reserve Bank of India.	**06**
4	**India and Major Trade Blocs** Concept of trade blocs, India's trade with European Union India's trade with ASEAN, India's trade agreements (FTA, CEPA, CECA), Opportunities and challenges	**06**
5	**Government Role in Foreign Trade** Government measures for trade promotion, Export Oriented Units (EOUs), Export Processing Zones (EPZs), Special Economic Zones (SEZs), Export promotion councils and trade facilitation	**06**
6	**Contemporary Issues in India's Trade** Trade deficit and protectionism, Global trade tensions and supply chains, Digital trade and global value chains, Make in India and Atmanirbhar Bharat initiatives	**06**

References -

Text Books

1. Dominick Salvatore , International Economics, Wiley Publications, New York.
2. Paul R. Krugman, Maurice Obstfeld & Marc Melitz , International Economics: Theory and Policy, Pearson Education, Boston.

3. Francis Cherunilam , International Business: Text and Cases, PHI Learning, New Delhi.
4. T. N. Srinivasan , Developing Countries and the Multilateral Trading System: From the GATT to the Uruguay Round, Westview Press, Boulder.

Reference Books

1. Jagdish Bhagwati , In Defense of Globalization, Oxford University Press, Oxford/New York.
2. Douglas A. Irwin , Free Trade Under Fire, Princeton University Press, Princeton.
3. Suranjan Das, India's Trade Policy and Economic Reforms, Deep & Deep Publications, New Delhi.
4. World Trade Organization, World Trade Report, WTO Publications, Geneva.
5. Reserve Bank of India, Handbook of Statistics on the Indian Economy, RBI Publications, Mumbai.

Class: -**Third Year B. B.A.**	Semester- **V**
Course Code: **BFT301**	Course Name: **Introduction to FinTech & FinTech Platforms**

L	**T**	**P**	**Credits**
3	**1**	**-**	**4**

Course Description:

Introduction to FinTech & FinTech Platforms provides a comprehensive overview of financial technologies transforming the global financial services industry. The course explores digital payments, blockchain, cryptocurrencies, peer-to-peer lending, robo-advisory, InsurTech, RegTech, and digital banking platforms. It examines how technology-driven innovation is reshaping traditional financial institutions and enabling new business models.

Students will understand the ecosystem of FinTech startups, regulators, investors, and technology providers, while analyzing regulatory frameworks and the role of institutions such as the Reserve Bank of India and the Securities and Exchange Board of India in governing financial innovation.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1. Explain the concept, evolution, and components of Financial Technology (FinTech).
2. Identify major FinTech segments including payments, lending, block chain, and Insures.
3. Analyze the structure and functioning of FinTech platforms and digital ecosystems.
4. Evaluate regulatory and compliance issues in FinTech.
5. Assess risks and cybersecurity challenges in digital financial systems.
6. Examine future trends and innovations in the FinTech industry.

Prerequisite:

Students should have basic knowledge of Principles of Finance and Banking. Familiarity with financial markets, digital technologies, and basic economics is recommended. Understanding the role of financial regulators such as the Reserve Bank of India and Securities and Exchange Board of India will help in analyzing regulatory frameworks governing FinTech operations.

Course Content		
Unit No.	**Description**	**Hrs.**
1	**Introduction to FinTech** Meaning and scope of FinTech, Evolution of financial services and digital transformation, Drivers of FinTech growth, FinTech ecosystem – startups, banks, regulators, investors, Global FinTech trends.	**06**
2	**Digital Payments and Banking Platforms** Digital payment systems and mobile wallets, Unified Payments Interface (UPI) and payment gateways, Digital banking and neo-banks, Role of National Payments Corporation of India, Payment security and fraud prevention.	**06**
3	**Block chain and Cryptocurrencies** Concept of block chain technology, Cryptocurrencies and digital assets, Smart contracts and decentralized finance (DeFi), Regulatory issues in cryptocurrency markets, Use cases of block chain in banking and finance.	**06**
4	**FinTech Lending, InsurTech and WealthTech** Peer-to-peer (P2P) lending platforms, Crowdfunding models, Robo-advisory services, InsurTech innovations, Credit scoring using AI and big data.	**06**
5	**Regulatory Framework and Risk Management** FinTech regulations and compliance, Role of Reserve Bank of India in digital finance regulation, Role of Securities and Exchange Board of India in FinTech governance, Cybersecurity risks and data privacy. Anti-money laundering (AML) and KYC norms.	**06**
6	**Emerging Trends and Future of FinTech** Artificial Intelligence and Machine Learning in finance, Open banking and API integration, Central Bank Digital Currency (CBDC), Global FinTech hubs and innovation, Future challenges and opportunities in FinTech	**06**

1. Susanne Chishti & Janos Barberis – The FINTECH *Book*
2. Arner Douglas, Ross P. Buckley & Dirk A. Zetzsche – FinTech: Law and Regulation
3. Pranay Gupta & T. Mandy Tham – FinTech: The New DNA of Financial Services

Reference Books:

1. Chris Skinner – Digital Bank
2. Reserve Bank of India – Reports on Digital Payments and Financial Stability
3. World Economic Forum – Reports on Financial Innovation

Class: **-Third Year B. B.A.**	Semester- **V**
Course Code: **BDS301**	Course Name: **Fundamentals of Data Management**

L	**T**	**P**	**Credits**
3	**1**	**-**	**4**

Course Description:

This course provides a foundational understanding of data and its role in modern business environments. It introduces students to the concepts of data, information, and database systems. The course covers essential such as data models, database management systems (DBMS), and basic Structured Query Language (SQL) for managing and retrieving data. Students will gain practical exposure to handling data using simple tools and techniques, enabling them to perform basic data operations and analysis.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1. Recognize fundamental concepts of data, information, and database systems
2. Apply data organization techniques and data models
3. Demonstrate basic database operations using DBMS tools
4. Analyze data using simple queries and reporting techniques
5. Realize data security, privacy, and ethical issues
6. Apply data management concepts in business decision-making

Prerequisite:

Student should have basic knowledge of Database System

Course Content

Unit No.	Description	Hrs.
1	**Introduction to Data Management** Meaning and Importance of Data, Data vs Information, Types of Data (Structured, Unstructured), Data Lifecycle, Role of Data in Business Decision Making.	06
2	**Data Organization and Data Models**	06

	File Systems vs Database Systems, Data Hierarchy (Bits, Bytes, Fields, Records, Files), Data Models: Hierarchical, Network, Relational, Entity-Relationship Model, Data Normalization (Basics)	
3	**Database Management Systems (DBMS)** Introduction to DBMS, Advantages and Limitations of DBMS, Components of DBMS, Types of DBMS (Relational, NoSQL), Introduction to Popular DBMS Tools	**06**
4	**Structured Query Language (SQL)** Introduction to SQL, Data Definition Language (DDL), Data Manipulation Language (DML), Basic SQL Commands: SELECT, INSERT, UPDATE, DELETE, Simple Queries and Filtering Data.	**06**
5	**Data Security and Privacy** Importance of Data Security, Types of Threats and Risks, Data Privacy Concepts, Backup and Recovery, Ethical Issues in Data Management	**06**
6	**Data Management in Business Applications** Role of Data in Business Functions (Marketing, Finance, HR), Introduction to Data Analytics, Data Visualization Basics, Use of Spreadsheets and Business Tools, Case Studies on Data-driven Decision Making	**06**

References -

Reference Books:

1. Ramez Elmasri, Shamkant B. Navathe, Fundamentals of Database Systems, Pearson Education
2. Mark L. Gillenson, Fundamentals of Database Management Systems, Wiley India
3. S. Sumathi, S. Esakkirajan, Fundamentals of Relational Database Management Systems: Springer
4. G. K. Gupta, Database Management System, Tata McGraw-Hill Education
5. Dr. Mukesh Negi, Fundamental of Database Management System ,BPB Publications

Class: -**Third Year B. B.A.**	Semester- **V**
Course Code: **BALML301**	Course Name: **Data Mining and Recommendation System**

L	T	P	Credits
3	1	-	4

Course Description:

This course introduces students to the fundamentals of data mining and recommendation systems. It focuses on extracting meaningful patterns from large datasets and applying intelligent algorithms to build recommendation engines used in modern business applications like e-commerce, entertainment platforms, and social media. The course blends theoretical concepts with practical exposure using tools and techniques relevant to business analytics and AI-driven decision-making.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1. Recognize the concepts and significance of data mining in business decision-making.
2. Apply various data preprocessing and data mining techniques to real-world datasets.
3. Analyze patterns using classification, clustering, and association rule mining methods.
4. Design and implement basic recommendation systems using different approaches.
5. Evaluate the performance of data mining models and recommendation algorithms.
6. Demonstrate practical skills using data mining tools for business applications.

Prerequisite:

Student should have basic knowledge of business analytics

Course Content

Unit No.	Description	Hrs.
1	**Introduction to Data Mining** Concept and importance of data mining, Data mining vs traditional data analysis, Data mining process (KDD – Knowledge Discovery in Databases), Types of data and data sources, Applications of data mining in business	06

2	**Data Pre-processing and Exploration** Data cleaning (handling missing and noisy data), Data integration and transformation, Data reduction techniques, Exploratory Data Analysis (EDA), Data visualization basics	06
3	**Classification Techniques** Concept of classification, Decision Trees, Naïve Bayes Classifier, k-Nearest Neighbours (KNN), Model evaluation techniques (confusion matrix, accuracy, precision, recall)	06
4	**Clustering and Association Rule Mining** Concept of clustering, K-means clustering, Hierarchical clustering, Association rule mining, Apriori algorithm, Market Basket Analysis	06
5	**Introduction to Recommendation Systems** Concept and importance of recommendation systems, Types: Content-based filtering, Collaborative filtering, Hybrid recommendation systems, Applications in e-commerce and digital platforms	06
6	**Building and Evaluating Recommendation Systems** Data collection for recommendation systems, Similarity measures (cosine similarity, Pearson correlation), Evaluation metrics (RMSE, MAE, precision@k, recall@k), Challenges (cold start problem, scalability), Case studies and business applications	06

References -

1. Pang-Ning Tan, Introduction to Data Mining, Pearson Publication
2. Michael J. A. Berry, Data Mining Techniques: For Marketing, Sales, and Customer Relationship Management, Wiley Publication
3. Jiawei Han, Morgan Kaufmann, Data Mining: Concepts and Techniques, Morgan Kaufmann Publication
4. Akshay Kulkarni, Applied Recommender Systems with Python, Apress Publication

Class: -**Third Year B.B.A.**	Semester- **V**
Course Code: **BIE301**	Course Name: **New Venture Creation and Start-Up**

L	**T**	**P**	**Credits**
3	**1**	**-**	**4**

Course Description:

This course focuses on the process of creating and managing new ventures and start-ups. It covers opportunity recognition, business modeling, financing, start-up operations, and growth strategies. Students learn how to evaluate business opportunities and develop viable new venture plans within the entrepreneurial ecosystem.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1. Explain the concept and process of new venture creation.
2. Identify and evaluate entrepreneurial opportunities.
3. Develop business models and structured business plans.
4. Analyze financial and operational requirements of start-ups.
5. Evaluate start-up challenges and growth strategies.
6. Design and present a viable new venture plan.

Prerequisite:

Students should have basic knowledge of Fundamentals of Business and Entrepreneurship, Basic Business Environment and Market Concepts, Understanding of organizational functioning.

Course Content

Unit No.	**Description**	**Hrs.**
1	**Introduction to New Venture Creation**	**06**

	Concept and importance of new ventures, features of new venture, types of ventures, venture creation process overview, start-up life cycle, challenges in starting new ventures.	
2	**Opportunity Identification and Feasibility Analysis** Sources of business ideas, opportunity recognition, screening and evaluation of ideas, market research, industry and competitor analysis, feasibility analysis (technical, financial, market), risk assessment.	**06**
3	**Business Models and Business Planning** Business model concept, value proposition design, business model canvas, preparing business plans, marketing planning, operational planning, resource requirements.	**06**
4	**Financing the Start-Up** Sources of finance, bootstrapping, venture capital, angel investors, crowd funding, financial projections, working capital management, managing start-up finances.	**06**
5	**Launching and Managing the Start-Up** Legal structure and registration, regulatory compliance, managing operations, building entrepreneurial teams, marketing strategies, risk and failure management.	**06**
6	**Growth and Sustainability of New Ventures** Scaling strategies, innovation and competitive advantage, strategic partnerships, exit strategies, growth management, preparation of start-up project.	**06**

References -

1. Hisrich, Robert D., Peters, Michael P., & Shepherd, Dean A. Entrepreneurship McGraw Hill Publication
2. Barringer, Bruce R., & Ireland, R. Duane. Entrepreneurship: Successfully Launching New Ventures., Pearson Publication

3. Timmons, Jeffry A., & Spinelli, Stephen, New Venture Creation, McGraw Hill.
4. Desai, Vasant., Small Scale Industries and Entrepreneurship, Himalaya Publishing House.
5. Gupta, C. B., & Srinivasan, N. P., Entrepreneurial Development, Sultan Chand & Sons.

Academic Journals (HRD / HRM / Organizational Development)

1. Journal of Business Venturing
2. Entrepreneurship Theory and Practice
3. Small Business Economics
4. International Journal of Entrepreneurship and Innovation
5. Journal of Entrepreneurship

Useful Websites and Professional Resources

1. Startup India – Policies, funding schemes, and start-up ecosystem support.
2. National Entrepreneurship Network – Entrepreneurial education and mentoring.
3. Small Industries Development Bank of India – MSME funding and support programs.

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Class: -**Third Year B.B.A.**	Semester- **V**
Course Code: **BDM301**	Course Name: **Fundamentals of Digital Marketing**

L	**T**	**P**	**Credits**
3	**1**	**-**	**4**

Course Description:

The Fundamentals of Digital Marketing course provides students with a solid foundation in modern digital marketing strategies, tools, and techniques. This course introduces the key concepts of digital marketing, including website planning, search engine optimization (SEO), content creation, social media marketing, online advertising, email and mobile marketing, e-commerce, digital analytics, and ethical considerations in the digital space.

Course Learning Outcomes:

After successful completion of the course, students will be able to;

1. Recognize Digital Marketing Fundamentals.
2. Realize Website Planning & SEO.
3. Gain knowledge of Content & Social Media Marketing.
4. Apply Search Engine Marketing techniques & Online Advertising.
5. Implement Email and Mobile Marketing.
6. Analyze digital marketing performance using analytics tools.

Prerequisite:

Basic understanding of Search Engine.

Course Content

Unit No	Description	Hrs
1	**Introduction to Digital Marketing** Evolution of marketing: Traditional vs Digital, Digital marketing ecosystem, Benefits and challenges of Digital Marketing, Digital marketing channels overview, Visibility, Types of Visibility, Visitors Engagement, Digital Marketing Funnel (AIDA Model).	**06**

2	**Website Planning & Search Engine Optimization (SEO)** Website basics: domain, hosting, CMS, Introduction to Google Search Engine, how search engines work (crawling, indexing, ranking), Types of search engine: On-page SEO (keywords, meta tags, content optimization) and Off-page SEO (backlinks, authority building), Technical SEO basics.	**06**
3	**Content Marketing & Social Media Marketing** Content marketing strategy, Types of digital content (blogs, videos, infographics, podcasts), Content calendar planning, social media platforms overview: Facebook, Instagram, LinkedIn, YouTube, X, Organic vs Paid social media, Influencer marketing basics, social media metrics (reach, engagement, impressions).	**06**
4	**Search Engine Marketing (SEM) & Online Advertising** Introduction to SEM, PPC (Pay-Per-Click) advertising, Google Ads campaign structure, Display advertising & remarketing, social media advertising, Budgeting & bidding strategies, Ad copywriting basics, Measuring Ad Performance (CTR, CPC, ROI)	**06**
5	**Email Marketing, Mobile Marketing & E-Commerce** Email marketing fundamentals, Building email lists, Email campaign design & automation, Mobile marketing & SMS campaigns, App-based marketing, E-commerce models (B2B, B2C, C2C), Overview of platforms: Amazon, Flipkart, Conversion Rate Optimization (CRO)	**06**
6	**Digital Analytics, Strategy & Ethics** Digital marketing KPIs, Web analytics fundamentals, social media analytics, Campaign performance reports, Digital marketing strategy framework, Budget allocation, Data privacy and cybersecurity basics, Digital marketing laws and ethics	**06**

References -

1. Dave Chaffey & Fiona Ellis-Chadwick, Digital Marketing: Strategy, Implementation and Practice: Pearson Publication
2. Puneet Singh Bhatia, Fundamentals of Digital Marketing, Pearson Publication
3. Seema Gupta, Digital Marketing, McGraw-Hill Education Publication
4. Ryan Deiss & Russ Henneberry, Digital Marketing for Dummies

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Class: -**Third Year B. B.A.**	Semester- **V**
Course Code: **BSCM301**	Course Name: **Management Decision Models**

L	T	P	Credits
3	1	-	4

Course Description:

This course introduces students to the principles and applications of management decision models used to support effective business decision-making. It develops analytical and quantitative problem-solving skills through the study of optimization techniques, decision-making under certainty and uncertainty, inventory management, project scheduling, and forecasting methods. Students will learn to formulate and analyze business problems using management science tools and apply quantitative techniques with spreadsheet software to improve organizational planning, resource allocation, and operational efficiency.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1. Formulate quantitative decision models to analyze and solve managerial problems in diverse business contexts.
2. Apply linear programming and other optimisation techniques to allocate organizational resources efficiently.
3. Evaluate business decisions under conditions of certainty, risk, and uncertainty using appropriate decision-making models and decision trees.
4. Analyze inventory systems and determine optimal inventory policies to minimize total inventory costs.
5. Apply forecasting methods to estimate future business trends and support data-driven managerial decision-making using spreadsheet tools.

Prerequisite:

Basic understanding of concepts and need of Marketing

Course Content

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Unit No.	Description	Hrs.
1	**Introduction to Management Decision Models** Meaning of Decision Making, Types of Business Decisions, Management Decision Models, Steps in Scientific Decision Making, Business Applications, Introduction to MS Excel for Decision Making	06
2	**Basic Optimization Techniques** Meaning of Optimization, Resource Allocation Problems, Introduction to Linear Programming, Components of LPP, Formulation of Simple LPP, Graphical Method, Business Applications.	06
3	**Decision Making Models** Decision Making under: Certainty, Risk, Uncertainty; Payoff Table, Opportunity Loss, Decision Criteria, Simple Decision Trees, Business Case Studies.	06
4	**Inventory Management** Meaning of Inventory, Types of Inventory, Inventory Costs, EOQ Model, Reorder Level, Safety Stock, ABC Analysis, Applications in Retail and Manufacturing.	06
5	**Project Management** Introduction to Projects, Project Planning, Network Diagrams, PERT, CPM, Critical Path, Slack Time, Business Applications.	06
6	**Forecasting Techniques** Meaning of Forecasting, Importance, Types of Forecasting, Moving Average, Weighted Moving Average, Exponential Smoothing (Basic), Trend Line, Applications.	06

References -

1. Anderson, D. R., Sweeney, D. J., Williams, T. A., Camm, J. D., & Cochran, J. J., An introduction to management science: Quantitative approaches to decision making, Cengage Learning.
2. Taha, H. A., Operations research: An introduction, Pearson Publication
3. Hillier, F. S., & Lieberman, G. J., Introduction to operations research, McGraw-Hill Education.
4. Sharma, J. K., Operations research: Theory and applications, Macmillan Publishers India.
5. Gupta, P. K., & Hira, D. S. , Operations research. S. Chand Publishing.
6. Render, B., Stair, R. M., Hanna, M. E., & Hale, T. S. , Quantitative analysis for management ,Pearson Publication
7. Winston, W. L. , Operations research: Applications and algorithms, Cengage Learning.

Class:-**Third Year B. B.A.**	Semester- **V**
Course Code : **BBA311**	Course Name : **Financial Literacy-Fundamental of Share Market-II**

L	T	P	Credits
-	-	4	2

Course Description:

Financial Literacy – Fundamentals of Share Market II is an advanced-level course designed to build deeper understanding of equity markets, trading mechanisms, investment strategies, and market analysis techniques. The course focuses on stock valuation, technical and fundamental analysis, derivatives basics, portfolio management, and risk control strategies.

Students will gain practical knowledge of Indian capital market operations, regulatory framework, and trading systems governed by institutions such as the Securities and Exchange Board of India, National Stock Exchange of India, and Bombay Stock Exchange.

Course Learning Outcomes:

After Successful completion of the course, students will be able to,

1. Explain the structure, trading mechanisms, and regulatory framework of the Indian capital market.
2. Evaluate stocks using fundamental financial statement analysis and valuation models.
3. Apply technical analysis tools, charts, and indicators to identify market trends.
4. Explain the mechanics of derivatives and their applications in hedging and speculation.
5. Construct and manage a diversified investment portfolio utilizing risk-return models.
6. Describe investor protection regulations, ethical trading practices, and responsible investing.

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Prerequisite:
Students should have a basic understanding of financial markets, corporate accounting concepts

Course Content		
Unit No	**Description**	**Hrs**
1	**Structure of Indian Capital Market** Primary and Second ary markets, Stock exchanges and trading mechanism, Market participants – brokers, investors, institutions, Role of Securities and Exchange Board of India, Demat system and settlement process.	**06**
2	**Fundamental Analysis** Economic analysis, Industry analysis, Company analysis, Financial statement analysis, Valuation models – EPS, P/E ratio, Dividend Discount Model. **Technical Analysis** Price charts and trends, Support and resistance levels, Technical indicators – Moving Averages, RSI, MACD, Volume analysis, Trading strategies.	**06**
3	**Derivatives Market** Introduction to derivatives, Futures and options, Hedging and speculation, Index derivatives, Risk management using derivatives. **Portfolio Management and Risk Control** Portfolio diversification, Risk and return analysis, Capital Asset Pricing Model (CAPM), Systematic and unsystematic risk, Asset allocation strategies	**06**
4	**Investor Protection and Ethical Practices** Investor protection measures, Role of Securities and Exchange Board of India in grievance redressed, Insider trading and market manipulation,	**06**

	Code of conduct for market participants, financial literacy and responsible investing.	

References -

Text Books

1. Prasanna Chandra, Investment Analysis and Portfolio Management, McGraw Hill Education Publication
2. S. Kevin, Security Analysis and Portfolio Management, PHI Learning Publication
3. Aswath Damodaran, Investment Valuation: Tools and Techniques for Determining the Value of Any Asset, John Wiley & Sons Publication

Reference Books

1. Burton G. Malkiel, A Random Walk Down Wall Street, W. W. Norton & Company Publication
2. Benjamin Graham, The Intelligent Investor, Harper Business / HarperCollins Publication
3. National Stock Exchange of India, Investor Education Materials, NSE India Publication

Class:-**Third Year B. B.A.**	Semester- **V**
Course Code: **BBA313**	Course Name: **Capstone Project**

L	T	P	Credits
-	2	4	4

Course Description:

The Capstone Project offers students an opportunity to apply their academic learning in a real-world organizational setting. It serves as a platform for integrating knowledge acquired across various business functions and disciplines. The project must be organization-based and should not rely solely on secondary data or library research. It is expected to be multidisciplinary and multifunctional in nature, enabling students to translate theoretical concepts into practical experience.

Through the Capstone Project, students demonstrate their understanding of the ideas, principles, and skills developed throughout the BBA program. The project should focus on a relevant industry, business organization, NGO, government agency, or a functional area of interest, providing meaningful insights and solutions to real-world challenges.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1. Develop a research design and preparation of tool for data collection
2. Discuss acquired theoretical knowledge in practical experience
3. Evaluate an understanding of the ideas, concepts and skills gained through their BBA program
4. Formulate innovative approaches, models and support actions that enhance innovation

Prerequisite:
Student should have basic knowledge regarding project work.

Course Content

Unit No.	Description	Hrs.
1	(Two Weeks) The students is expected to get acquainted with the organizational procedures in the chosen field of study	06

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2	(Two Weeks) Identification and formulation of the problem. Preparation of the research design and preparation of tool of data collection(if required)	**06**
3	(Three Weeks) Data Collection and Analysis	**06**
4	(Two Weeks) Report preparation	**06**
5	(Before Completion of Semester) Publication of one research paper based on the work done in a required conference or journal	**06**
6	Presentation of the report as per the schedule displayed by the department	**06**

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Class:-**Third Year B. B.A.**	Semester- **VI**
Course Code : **BBA302**	Course Name : ***Project Management***

L	T	P	Credits
3	1	-	4

Course Description:

Project Management focuses on the principles, tools, and techniques required to plan, execute, monitor, and successfully complete projects across industries. The course covers project life cycle stages, project planning, scheduling, budgeting, risk management, quality control, and performance evaluation. Students will gain practical knowledge of project planning tools such as PERT, CPM, Gantt charts, and modern project management software. The course also introduces global best practices and standards developed by organizations such as the Project Management Institute.

Course Learning Outcomes:

After Successful completion of the course, students will be able to,

1. Describe the concepts, objectives, and life cycle of project management.
2. Prepare project plans including scope, time, and cost estimates.
3. Apply project scheduling techniques such as PERT and CPM.
4. Analyse project risks and develop mitigation strategies.
5. Evaluate project performance using monitoring and control tools.
6. Demonstrate leadership and team management skills in project execution.

Prerequisite:

Students should have basic knowledge of Principles of Management and Business Mathematics or Statistics.

Course Content

Unit No.	Description	Hrs.

1	**Introduction to Project Management** Meaning and characteristics of a project, Project vs. routine operations, Project life cycle, Project management processes – initiation, planning, execution, monitoring, closure, Role of project manager.	**06**
2	**Project Identification and Planning** Project identification and selection, Feasibility analysis – technical, financial, economic, Project report preparation, Work Breakdown Structure (WBS), Project scope management.	**06**
3	**Project Scheduling and Time Management** Network analysis – PERT and CPM, Critical path method, Gantt charts and milestone charts, Time estimation and scheduling, Resource allocation and levelling	**06**
4	**Project Cost and Financial Management** Project cost estimation, Budget preparation, Cost control techniques, Capital budgeting methods – NPV, IRR, Payback Period, Financial appraisal of projects	**06**
5	**Project Risk and Quality Management** Risk identification and classification, Risk assessment and mitigation strategies, Quality planning and control, Total Quality Management (TQM) in projects, Project performance measurement	**06**
6	**Project Monitoring, Control and Contemporary Practices** Project monitoring and evaluation, Earned Value Analysis, Project audit and closure, Agile project management, Role of Project Management Institute and PMBOK guidelines.	**06**

References -

Text Books:

1. K. K. Chitkara, Construction Project Management, McGraw Hill Education Publication
2. Prasanna Chandra, Projects: Planning, Analysis, Financing, Implementation and Review, McGraw Hill Education Publication
3. Harold Kerzner, Project Management: A Systems Approach to Planning, Scheduling, and Controlling, John Wiley & Sons Publication

Reference Books

1. Project Management Institute, A Guide to the Project Management Body of Knowledge (PMBOK® Guide), Project Management Institute Publication
2. Clifford F. Gray & Erik W. Larson, Project Management: The Managerial Process, McGraw Hill Education Publication
3. Jack R. Meredith & Samuel J. Mantel Jr., Project Management: A Managerial Approach, John Wiley & Sons Publication

Class:-**Third Year B. B.A.**	Semester- **VI**
Course Code: **BBA304**	Course Name : **Business Taxation**

L	**T**	**P**	**Credits**
3	**1**	**-**	**4**

Course Description:
This course provides a comprehensive understanding of business taxation, focusing on Goods and Services Tax (GST) and Customs Duty. Students will examine the principles, concepts, and practices of key areas, gaining insights into impact on business operations. By the end of the course, students will be equipped with the knowledge and skills necessary to navigate the complexities of GST and Customs Duty in the business environment.

Course Learning Outcomes:
After successful completion of the course, students will be able to,

1. Explain the legal frameworks and structural provisions of GST and Customs Duty.
2. Interpret indirect tax laws to assess business compliance requirements.
3. Compute GST liabilities and Customs Duty obligations across business scenarios.
4. Analyze indirect tax implications to optimize strategic business decisions.
5. Design compliance frameworks to ensure adherence to statutory tax regulations.
6. Formulate tax planning strategies to minimize corporate tax liabilities legally.

Prerequisite:
Student should have basic understanding taxation system.

Course Content

Unit No.	Description	Hrs.
1	**Goods and Service Taxes (GST) – Overview and Concepts** Fundamentals of GST, Constitution {101st Amendment} Act 2016, Tax Structure in India, Types of Taxes – Direct and Indirect Taxes. Introduction to GST – need for GST, origin, Constitutional amendment	06

	for bringing GST, one nation one tax, objectives, structure, GST council, tax rates, GST vis-à-vis earlier tax laws, advantages, disadvantages.	
2	**Introduction to CGST, SGST, UTGST** Concept-Central Goods and services Tax 2017 (CGST), State Goods and Service Tax Act 2017 (SGST), Union Territory Goods and Services Tax Act 2017 (UTGST), Integrated Goods and Services Taz Act 2017, Goods and Service Tax Network (GSTN), GST Council. Dual Model of GST – GSTN. Process of registration, compulsory registration, exemption registration, cancellation of registration and revocation of from registration, liability for registration, deemed registration. GST Unique Identification Number (GSTIN).	**06**
3	**Levy, Collection and Input Tax Credit** Meaning of Supply, scope of supply, types of Supplies – Composite and Mixed Supplies. Levy and Composition, Composition of Levy. Persons liable to pay GST, Time of Supply and Value of Supply. Input Tax Credit, eligible and ineligible tax credit. Availability of Tax Credit under special circumstances- Transfer of Input Tax Credit, Input Service Distributor- Tax Invoice - Bill of Supply- Credit Note -Debit Note - Receipt Voucher, Payment Voucher - Revised Invoice - Transportation of goods without issue of Invoice - Delivery Challan. Payment of Tax - Modes of Payment - Electronic Liability Register - Electronic Credit Ledger - Electronic Cash Ledger- Time line for Payment of Tax - Challan Reconciliation - Interest on Late Payment - Set off of Input Tax Credit - Refunds- Application for Refund of Tax, Interest, Penalty, Fees or any Other Amount.	**06**
4	**Filing of GST Returns and Audit-I** Overview of GSTR 1- GSTR 3B - GSTR 4 GSTR 5- GSTR6- GSTR7- GSTR8- GSTR – 9 -GSTR10- GSTR11. Audit by tax authority's U/s 65 – Special Audit U/s 66- Audit by department- Power of Departmental	**06**

	Audit – Returns- Authorization to Audit – Audit Procedure – Duration of Audit- Audit Findings-Reply to Audit Findings - Period of Limitation to issue Show Cause Notice - Assessment under Chapter XII- Assessment & Audit Rules (no 98 to 102) - Demands and Recovery.	
5	**Filing of GST Returns and Audit-II** Practicals on online GST Registration Process and Payment of Tax; Enabling GST and Defining Tax Details - Tally ERP; Defining Tax Rates at Master and Transaction Levels; Defining GST Rates at Stock Group Level; Defining GST Rate at Transaction Level; Accounting of GST Transactions; Creation of GST Duty ledgers; GST Reports; Generating GSTR; Exporting GSTR; Uploading of GSTR on GST portal.	**06**
6	**Customs Duty** Introduction- Basic Concepts - Territorial Waters - High Seas – Types of Customs Duties- Basic customs duty - Protective duties - Safeguard duty – Countervailing Duty on subsidized articles - Anti-dumping duty – Baggage - Valuation - Baggage Rules and Exemptions. Procedure (including warehousing) - Export Procedure - Deemed Exports -Duty drawback - Customs (Import of Goods at Concessional Rate of Duty) Rules, 2017 - Valuation of Imported Goods -Valuation of Export Goods.	**06**

References -

1. Datey, V. S.; Indirect Taxes. Taxmann Publications Pvt. Ltd.
2. Balachandran, V. ; Indirect Tax Laws. Sultan Chand & Sons.
3. Datey, V. S.; GST and Customs Law. Taxmann Publications Pvt. Ltd.
4. Singhania, V. K., & Singhania, K.; Indirect Taxation. Taxmann Publications Pvt. Ltd.
5. Sahay, B. S., & Ranjan, R. ; Goods and Services Tax (GST). Cengage Learning India.
6. Sury, M. M.; Indirect Taxes. New Century Publications.

Class:-**Third Year B.B.A.**	Semester- **VI**
Course Code: **BMM302**	Course Name: **Retail Marketing**

L	T	P	Credits
3	1	-	4

Course Description:

This course introduces with the key concepts of Retailing, Retail functions, its characteristics and Importance. It provides different types of retailing and multiple ways of distribution. It also discusses the correct retail location and layout design of retail store. Retail marketing Strategy in different type of retail stores and merchandise management is also covered along with retail marketing communication.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1. Recognize Concept of Retailing its functions, characteristics and Importance.
2. Explore types of retailing and its channel.
3. Decide good Retail location, proper store layout.
4. Apply Retail Marketing Strategy as per retail marketing mix.
5. Know Management of merchandise in retail store
6. Comprehend Retail Marketing Communication and its application in Retail Industry.

Prerequisite:

Student should have basic understanding of marketing

Course Content

Unit No.	Description	Hrs.
1	**Introduction to Retailing** Concept of Retailing, Characteristics of Retailing, Importance of Retailing, Functions of Retailing, Retail Buying Behaviour.	06
2	**Types of Retailing**	06

	Retail Formats / Types of retailing : Store retailing and Non Store Retailing, Retail Strategy, Food Retailers, Channel of Distribution in Retail, Multichannel Distribution, Benefits of Multichannel Distribution,	
3	**Retail Layout** Concept of Retail store layout, Concept of Retail location, Types of Retail location, Factors Determining Retail Locations, Store design and Layout, types of Retail store layout, Interior and Exterior Layout.	**06**
4	**Retail Marketing Mix** Concept of Retail Marketing Mix, Elements of retail marketing mix, Marketing mix for service, Retail marketing Strategy, strategic planning process, Levels of strategy, Strategies for Market Penetration	**06**
5	**Merchandise Management** Concept of Merchandising, Functions for Merchandising, Factors influencing merchandising, Visual Merchandising, Visual Merchandising Techniques, Merchandise Planning, Merchandise Buying,	**06**
6	**Retail Marketing Communication** Concept of Retail Marketing Communication, Retail promotion mix: Advertising, Publicity, Personal selling, Sales Promotion, Setting Objectives, Retail selling process, Role of Social Media in Retail Marketing.	**06**

References -

1. Chetan Bajaj, Tuli & Srivastava, Retail Management: Oxford University Press, Delhi
2. T. Sivakumar, Retail Marketing, Global Vision Publishing House
3. Suja R.Nair ,Retail Management, Himalaya Publishing House
4. Swapna Pradhan, Retailing Management: Tata McGraw-Hill Publishing Company
5 Swapna Pradhan, Retail Management, Text & Cases, Tata McGraw-Hill Publishing

Class:-**Third Year B. B.A.**	Semester- **VI**
Course Code: **BFM301**	Course Name: **Investment Analysis & Portfolio Management**

L	T	P	Credits
3	1	-	4

Course Description:

Investment Analysis and Portfolio Management course provides a comprehensive framework for valuing, selecting, and managing financial assets (stocks, bonds, derivatives) to maximize returns while managing risk. It covers modern portfolio theory, capital market operations, and asset allocation strategies, empowering participants to make sound investment decisions and construct optimal portfolios.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1. Recognise the investment environment and evaluate various investment avenues and financial instruments.
2. Explain the structure, functioning, and operations of primary and secondary securities markets and stock exchanges.
3. Analyze risk-return relationships and apply beta for investment and portfolio decisions.
4. Evaluate economic, industry, and company factors influencing investment decisions.
5. Explain the concepts and forms of market efficiency and their implications for investors.
6. Apply technical analysis tools and indicators to forecast market trends and support investment.

Prerequisite:

Students should have basic understanding about basics of Financial Management

Unit No.	Description	Hrs.
1	**Investment Environment** Real estates and financial assets - short term &long term -call money, treasury bills , CDs, CPs, LCs, discounting of bills , equities, bonds, debentures, fixed deposits, mutual fund units, tax sheltered saving schemes , life insurance and pension products, securitized and non-securitized investments, warrants and convertibles and non-convertibles , financial derivatives, Foreign equities - investment process	06
2	**Securities Market** Primary & secondary -Structure and functioning of the market, stock exchanges- listing, trading and settlement procedures– OTCEI, NSE, BSE, MCX-SX, - important international stock exchanges- depositories -recent developments -stock market indices - BSE SENSEX, BSE -100, BSE-200, Nifty, Dollex and, an overview of other indices - calculation of index.	06
3	**Risk and Return** Systematic & unsystematic risk - calculation of beta - using beta to estimate return - expected risk & return - Significance of beta in the portfolio theory – estimation of beta from historical share prices, market risk.	06
4	**Economic, Industry & Company Analysis** economic forecasting & investment decision -economic forecasting methods -industry analysis -classification schemes - key characteristics -industry life cycle -company analysis - financial and non-financial factors	06
5	**Efficient Market Theory** Forms of market efficiency, Weak form efficiency - random walk	06

	hypothesis, semi strong and strong form efficiencies – tests for weak, semi-strong and strong form efficiencies.	
6	**Technical Analysis** Concept -types of charts -Dow theory -price pattern -support and resistance levels -relative strength analysis -moving averages - breadth of the market -volume - momentum -confidence index - contrary opinion theory -oscillators – stochastics -Elliot wave theory	**06**

References -

1. Donald E Fischer & Ronald J Jordan -Security Analysis and Portfolio Management-Prentice Hall of India, New Delhi.
2. Gordon J Alexander, William F Sharpe and Jeffery V Bailey- Fundamentals of Investments, Prentice Hall of India, New Delhi.
3. Prasanna Chandra-Investment Analysis and Portfolio Management- Tata Mc Graw Hill, New Delhi.
4. William Sharpe- Portfolio Theory and Capital Markets -McGraw-Hill Ryerson, Limited.
5. V K Bhalla,-Investment Management: Security Analysis and Portfolio Management-S Chand & Company Ltd. New Delhi.
6. James L Farrel - Portfolio management-McGraw-Hill/Irwin.
7. Fairplace, Cormac Butler,D C Gardner – Credit Derivatives - Financial times Prentice Hall .
8. Robert Jarrow&Stuart Turnbull- Derivative Securities - South-Western College Publishing.
9. N D Vohra and B R Bagri - Futures and Options - Tata Mc Graw Hill, New Delhi.
10. Mahajan - Futures & Options -Orient Paperbacks (vision Bks) N Delhi.
11. Albert J. Fredman & Russ Wiles -How mutual funds work - New York Institute

of Finance.

12. Sahadevan & Thiripalraju - mutual funds -data, analysis, and interpretation - Prentice Hall of India, New Delhi.
13. Khatri Dhanesh Kumar- Investment Management and Security Analysis- Mc Millan Publishers India Ltd.
14. Ranganatham M., Madhumathi R.- Security Analysis and Portfolio Management- Pearson Publication
15. Parameshwaran Sunil K.- Futures of options, concepts and applications- Tata McGraw Publication
16. Punithavathy Pandian-Security Analysis and Portfolio Managemnt-Vikas Publishing House Pvt Ltd., New Delhi.
17. S Kevin-Security Analysis and Portfolio Management - Prentice Hall of India, New Delhi.
18. Dr. V A Avadhani- Investment and Securities Market in India- Himalaya Publishing House, New Delhi.
19. Rajiv Srivastava-Derivatives and Risk Management-Oxford University Press, New Delhi.
20. John C Hull and Sankarshan Basu-Options, Futures and Other Derivatives, - Pearson Education.
21. Barua, Verma & Rag Raghunathan -Portfolio management- Ahmedabad Indian Institute of Management.

Class:-**Third Year B. B.A.**	Semester- **VI**
Course Code : **BHR302**	Course Name: **Change Management and Organizational Development**

L	T	P	Credits
3	1	-	4

Course Description:

This course introduces the concepts and practices of Change Management and Organizational Development (OD). It focuses on understanding organizational change, planned interventions, leadership roles, and strategies for improving organizational effectiveness. Students learn how to manage change processes, develop adaptive organizations, and design interventions that support long-term growth and performance.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1.Explain the concepts and importance of organizational change and development.

2.Describe models and processes of planned organizational change.

3.Apply OD interventions to improve organizational performance.

4.Analyze organizational issues and change challenges.

5.Evaluate effectiveness of change management strategies.

6.Design organizational development and change initiatives.

Prerequisite:

Students should have basic knowledge of organization concept.

Course Content

Unit No.	Description	Hrs.
1	**Introduction to Organization Development** Meaning and nature of organizational development, evolution of Organizational Development, objectives and importance, values and	06

	assumptions of Organizational Development, role of Organizational Development practitioner, overview of change in organizations.	
2	**Change Process** Nature and types of organizational change, forces driving change, resistance to change, managing resistance, planned change models, role of leadership in change management.	**06**
3	**Diagnostic Processes** Organizational diagnosis, data collection methods, organizational climate and culture assessment, performance analysis, feedback mechanisms, problem identification.	**06**
4	**Organizational Development Interventions** Human process interventions, team building, leadership development, process consultation, techno-structural interventions, employee engagement interventions.	**06**
5	**Managing Organizational Transformation** Strategic change, culture change, organizational learning, knowledge management, large-scale change, evaluating change effectiveness.	**06**
6	**Future of Organizational Development** Contemporary Organizational Development practices, digital transformation and change, global change management, ethics in Organizational Development, innovation and adaptability, designing change initiatives (project).	**06**

References -

Reference Books: -

- Cummings, Thomas G., & Worley, Christopher G..Organization Development and Change , Cengage Learning.
- Anderson, Donald L. Organization Development: The Process of Leading Organizational Change, SAGE Publications.
- Burke, W. Warner, Organization Change: Theory and Practice, SAGE Publications.

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- French, Wendell L., & Bell, Cecil H, Organization Development: Behavioral Science Interventions for Organization Improvement, Prentice Hall.
- Rao, T. V., & Pareek, Udai., Designing and Managing Human Resource Systems , Oxford & IBH Publishing.
- Bhatnagar, Jyotsna., Talent Management: Strategy, Policy and Practice. Sage Publications India.

Journals

- Academic Journals (HRD / HRM / Organizational Development)
- Human Resource Development Quarterly
- Organization Development Journal
- Journal of Organizational Change Management
- International Journal of Human Resource Management
- Academy of Management Journal
- Useful Websites and Professional Resources
- Society for Human Resource Management (SHRM) – Change management tools and HR practices.
- Academy of Management (AOM) – Research in organizational change and development.
- International Labour Organization (ILO) – Workplace transformation and organizational change insights.
- Harvard Business Publishing – Case studies and leadership resources.

Class:-**Third Year B. B.A.**	Semester- **VI**
Course Code : **BBAN302**	Course Name : **Data Analytics using Python**

L	T	P	Credits
3	1	-	4

Course Description:
This course introduces students to data analytics using Python with emphasis on business applications and managerial decision-making. It equips learners with fundamental Python programming skills, data handling techniques, exploratory data analysis, visualization, and basic predictive analytics. The course focuses on hands-on learning using real business datasets to develop analytical thinking and data-driven decision-making capabilities.

Course Learning Outcomes:
After successful completion of the course, students will be able to,

1. Execute basic Python programming syntax, variables, and operators for business data.
2. Implement core data structures and control flow statements to solve logical business problems.
3. Perform data cleaning and transformation tasks using NumPy and pandas libraries.
4. Conduct exploratory data analysis using statistical summaries and pivot tables
5. Generate business charts and plots to communicate data insights visually.
6. Build linear regression and correlation models to solve predictive business problems.

Prerequisite:
Student should have basic knowledge of computer programming

Course Content

Unit No.	Description	Hrs.
1	**Introduction to Data Analytics and Python** Meaning and Scope of Data Analytics, Role of Data Analytics in Business Decision-Making, Introduction to Python for Data Analytics,	06

	Basic Python Syntax, Variables, Data Types, and Operators, Input and Output Statements	
2	**Python Data Structures and Control Flow** Python Data Structures: Lists, Tuples, Sets, Dictionaries; Looping Statements, User-Defined Functions, Business-oriented programming examples	**06**
3	**Data Handling and Pre-processing using Python** Introduction to NumPy, Introduction to pandas, Creating Data Frames and Series, Importing Data from CSV and Excel Files, Data Inspection and Summary Statistics, Handling Missing Values, Data Filtering, Sorting, and Transformation	**06**
4	**Exploratory Data Analysis (EDA)** Descriptive Statistics using pandas, Measures of Central Tendency and Dispersion, Data Grouping and Aggregation, Cross-Tabulation and Pivot Tables, Business Interpretation of EDA Results, Case-based EDA Exercises	**06**
5	**Data Visualization using Python** Importance of Data Visualization in Business, Types of Charts: Line Chart, Bar Chart, Histogram, Box Plot, Scatter Plot; Data Visualization for Business Reporting	**06**
6	**Introduction to Predictive Analytics using Python** Concept of Predictive Analytics, Correlation Analysis, Simple Linear Regression using Python, Introduction to Forecasting Concepts, Business Applications of Predictive Analytics, Mini Project / Case Study using Business Dataset	**06**

References -

1. VanderPlas, Python Data Science Handbook. O'Reilly Media, USA.
2. Guttag, J. V., Introduction to Computation and Programming Using Python. MIT Press, USA.

3. Grus, Data Science from Scratch. 2nd Edition, O'Reilly Media, USA.
4. Anderson, D. R., Sweeney, D. J., & Williams, T. A., Statistics for Business and Economics. Cengage Learning.
5. Sharma, J. K., Business Statistics, Pearson Education, New Delhi, India.

Class: **-Third Year B. B.A.**	Semester- **VI**
Course Code: **BCAP302**	Course Name: **Data Mining and Data Warehousing**

L	T	P	Credits
3	1	-	4

Course Description:

This course introduces students to the concepts, techniques, and applications of Data Mining and Data Warehousing in business environments. It focuses on how large volumes of organizational data are stored, managed, and analyzed to support informed strategic decision-making. The course covers data warehouse architecture, ETL processes, OLAP operations, data mining techniques, and practical applications in business analytics. Emphasis is placed on understanding analytical tools and techniques that help organizations discover patterns, trends, and insights from data.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1. Differentiate between operational databases and data warehouse architectures.
2. Design multidimensional schemas and perform multi-dimensional analysis (OLAP) operations.
3. Apply preprocessing techniques within the Knowledge Discovery in Databases process.
4. Build classification and regression models to predict business outcomes.
5. Implement clustering algorithms and association rules for market basket analysis.
6. Deploy data mining applications to solve complex business problems ethically.

Prerequisite:

Student should have basic knowledge of database management system.

Course Content

Unit No.	Description	Hrs.
1	***Introduction to Data Warehousing*** Concept of Data, Information, and Knowledge, Need for Data Warehousing, Operational Database vs Data Warehouse, Characteristics of Data Warehouse, Data Warehouse Architecture, Components of Data Warehouse	06
2	**Data Warehouse Design and OLAP** Data Warehouse Models: Enterprise Warehouse, Data Mart, Virtual Warehouse, Star Schema and Snowflake Schema, Fact and Dimension Tables, ETL (Extract, Transform, Load) Process, OLAP Concepts, OLAP Operations: Roll-up, Drill-down, Slice, Dice, Pivot	06
3	**Introduction to Data Mining** Data Mining: Definition and Importance, Data Mining vs Data Warehousing, Knowledge Discovery in Databases (KDD) Process, Data Preprocessing, Data Cleaning and Transformation, Data Mining Tasks	06
4	**Classification and Prediction** Classification Concepts, Decision Trees, Bayesian Classification, k-Nearest Neighbour (k-NN), Regression Analysis, Evaluation of Classification Models	06
5	**Clustering and Association Analysis** Clustering Concepts, k-Means Clustering, Hierarchical Clustering, Association Rule Mining, Market Basket Analysis, Apriori Algorithm	06
6	**Applications and Emerging Trends** Business Applications of Data Mining, CRM and Data Mining, Web Mining, Text Mining, Big Data Analytics Overview, Ethical Issues in Data Mining	06

References -
Reference Books:

1. Han, J., Kamber, M., & Pei, J., Data Mining: Concepts and Techniques, Morgan Kaufmann Publishers / Elsevier Publication
2. Ponniah, P., Data Warehousing Fundamentals: A Comprehensive Guide for IT Professionals, John Wiley & Sons Publication
3. Korth, H. F., & Silberschatz, A., Database System Concepts, McGraw Hill.
4. Pang-Ning Tan, Steinbach, M., & Kumar, V., Introduction to Data Mining, Pearson.
5. Alex Berson & Stephen Smith Data Warehousing, Data Mining and OLAP, McGraw.

Class:-**Third Year B. B.A.**	Semester- **VI**
Course Code : **BIB302**	Course Name: **Global Business Environment**

L	T	P	Credits
3	1	-	4

Course Description:

Global Business Environment examines the external forces that influence business operations in an international context. The course analyzes economic, political, legal, socio-cultural, technological, and ecological environments affecting global firms. It explores the role of international institutions such as the World Trade Organization, International Monetary Fund, and World Bank in shaping global economic governance. Students will develop analytical skills to assess global risks, identify opportunities, and formulate strategies for operating successfully in a dynamic international business environment

Course Learning Outcomes:

After Successful completion of the course, students will be able to,

1. Explain the components of the global business environment and their interrelationships.
2. Analyze the impact of economic, political, and legal systems on international business.
3. Evaluate the influence of global institutions on trade, finance, and development.
4. Assess socio-cultural and technological factors affecting multinational corporations.
5. Examine global environmental and sustainability challenges in business.
6. Develop strategic responses to global risks and uncertainties.

Prerequisite:

Students should have basic knowledge of internal and external business environment.

Course Content

Unit No.	Description	Hrs.
1	**Introduction to Global Business Environment**	

	Meaning and scope of global business, Nature and importance of business environment, Components of global environment – economic, political, legal, cultural, Globalization – drivers and impact, Emerging global economic trends.	**06**
2	**Global Economic Environment** Economic systems – capitalism, socialism, mixed economy, Global economic integration, international trade and investment flows, Role of World Trade Organization, Role of International Monetary Fund and World Bank.	**06**
3	**Political and Legal Environment** Political systems and business, Political risk analysis, Legal systems and regulatory frameworks, Intellectual property rights, international dispute settlement mechanisms.	**06**
4	**Socio-Cultural and Technological Environment** Culture and international business, Cross-cultural communication, Demographic and social trends, Technological advancements and digital transformation, E-commerce and global digital economy.	**06**
5	**Global Financial Environment** International financial markets, foreign exchange market, Exchange rate systems, Balance of Payments, Global financial crises and their impact.	**06**
6	**Contemporary Issues in Global Business** Sustainability and environmental challenges, Corporate social responsibility (CSR), Global supply chain management, Trade wars and protectionism, Emerging markets and future trends.	**06**

References -

Text Books

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1. Francis Cherunilam, International Business, Himalaya Publication
2. Charles W. L. Hill, International Business: Competing in the Global Marketplace McGraw Hill Publication
3. Justin Paul, International Business, PHI Learning

Reference Books

1. John D. Daniels, Lee H. Radebaugh & Daniel P. Sullivan, International Business: Environments and Operations, Pearson Publication
2. Alan M. Rugman & Simon Collinson, International Business, Pearson Education Publication
3. World Economic Forum, Global Competitiveness Report, World Economic Forum Publication

Class: -**Third Year B. B.A.**	Semester- **VI**
Course Code: **BFT302**	Course Name: **Financial Analytics**

L	T	P	Credits
3	1	-	4

Course Description:

Financial Analytics in the FinTech specialization focuses on the application of data analytics, statistical tools, and digital technologies to analyze financial data and support strategic decision-making. The course integrates financial management concepts with modern analytical tools such as big data analytics, machine learning, and financial technology platforms. Students will learn how financial institutions and FinTech firms use analytics for forecasting, risk assessment, fraud detection, and investment analysis. The course also highlights the role of financial regulators such as the Reserve Bank of India and the Securities and Exchange Board of India in maintaining transparency and stability in digital financial markets.

Course Learning Outcomes:

After Successful completion of the course, students will be able to,

1. Comprehend the concepts and importance of financial analytics in modern finance.
2. Analyze financial data using statistical and analytical tools.
3. Apply data analytics techniques for financial forecasting and decision-making.
4. Evaluate financial risks and investment opportunities using data-driven models.
5. Use digital platforms and analytical software for financial analysis.
6. Comprehend regulatory and ethical aspects of financial data analytics.

Prerequisite:

Students should have basic knowledge of Financial Management, Business Statistics and digital financial platforms

Course Content

Unit No.	Description	Hrs.

1	**Introduction to Financial Analytics** Meaning and scope of financial analytics, Importance of data in financial decision-making, Evolution of financial analytics in the FinTech era, Sources of financial data and financial databases, Applications of financial analytics in banking and investment.	**06**
2	**Financial Data and Analytical Tools** Types of financial data – structured and unstructured, Data collection and data cleaning, Use of spreadsheets and analytical tools, Data visualization technique, Introduction to financial analytics platforms.	**06**
3	**Statistical Techniques in Financial Analytics** Descriptive statistics in financial analysis, Correlation and regression analysis Time series analysis, Forecasting financial trends, Interpretation of analytical results.	**06**
4	**Risk Analytics and Fraud Detection** Financial risk measurement, Credit risk and market risk analysis, Risk modeling techniques, Fraud detection using data analytics, Cybersecurity issues in financial data.	**06**
5	**Investment and Portfolio Analytics** Risk-return analysis, Portfolio diversification, Capital Asset Pricing Model (CAPM), Performance evaluation of investment portfolios, Algorithmic trading and automated investment platforms.	**06**
6	**Regulatory Framework and Emerging Trends** Data governance and ethical issues in financial analytics, Role of Reserve Bank of India in financial data regulation, Role of Securities and Exchange, Board of India in investor protection, Artificial Intelligence and Machine Learning in financial analytics, Future trends in FinTech and financial data analytics.	**06**

References -

Reference Books :

1. Bennett & Hugen, Financial Analytics with R, Cambridge University Press
2. Albright & Winston, Business Analytics: Data Analysis and Decision Making – Cengage Publication
3. John C. Hull, Risk Management and Financial Institutions, Wiley Publication
4. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Publication
5. Bharati V. Pathak, Indian Financial System, Pearson India Publication

Class: -**Third Year B.B.A.**	Semester- **VI**
Course Code: **BDS302**	Course Name: ***Understanding of* Statistical Analytics**

L	**T**	**P**	**Credits**
3	**1**	**-**	**4**

Course Description:
This course introduces fundamental statistical concepts and analytical techniques used to interpret and analyze data in business contexts. It focuses on descriptive and inferential statistics, probability, and data analysis tools to support data-driven decision-making. Students will develop basic skills in analyzing and interpreting data for practical business applications.

Course Learning Outcomes:

After successful completion of this course, students will be able to:

1. Understand basic statistical concepts and data types
2. Apply descriptive statistics to summarize data
3. Analyze data using probability concepts and distributions
4. Perform inferential statistics for decision-making
5. Use statistical tools/software for data analysis
6. Interpret statistical results in business and real-world contexts

Prerequisite:
Basic understanding of Statistical concepts.

Course Content

Unit No.	Description	Hrs.
1	**Introduction to Statistical Analytic** Meaning and Importance of Statistics, Types of Statistics: Descriptive and Inferential Types of Data (Qualitative & Quantitative), Scales of Measurement (Nominal, Ordinal, Interval, Ratio), Role of Statistics in Business and Data Science	**06**
2	**Descriptive Statistics**	**06**

	Measures of Central Tendency (Mean, Median, Mode), Measures of Dispersion (Range, Variance, Standard Deviation), Skewness and Kurtosis (Basics), Data Visualization (Bar Chart, Histogram, Pie Chart), Introduction to Spreadsheet Tools (Excel)	
3	**Probability Theory** Basic Concepts of Probability, Rules of Probability (Addition and Multiplication), Conditional Probability, Bayes' Theorem (Basic Concept), Applications in Business Decision Making.	**06**
4	**Probability Distributions** Random Variables (Discrete and Continuous), Binomial Distribution, Poisson Distribution, Normal Distribution, Applications of Distributions in Real-Life Data	**06**
5	**Inferential Statistics** Sampling Techniques, Estimation (Point and Interval Estimation), Hypothesis Testing (Null and Alternative Hypothesis), t-test, z-test (Basic Concept), Confidence Intervals	**06**
6	**Statistical Tools and Applications** Introduction to Statistical Software (Excel / SPSS / R basics), Correlation Analysis, Regression Analysis (Simple Linear Regression), Interpretation of Output, Case Studies in Business Analytics	**06**

References

1. Christian Heumann, Michael Schomaker, Shalabh, Introduction to Statistics and Data Analysis: Springer Publication
2. Warren J. Ewens, Katherine Brumberg, Introductory Statistics for Data Analysis:
3. Cheng-Few Lee, John C. Lee, Alice C. Lee, Statistics for Business and Financial Economics: Springer Publication
4. Alan H. Kvanli, Introduction to Business Statistics: A Computer Integrated Data Analysis Approach: Springer Publication
5. C. B. Gupta, An Introduction to Statistical Methods: Vikas Publishing House

Class: -**Third Year B. B.A.**	Semester- **VI**
Course Code: **BALML302**	Course Name: **Foundation of Machine Learning**

L	T	P	Credits
3	1	-	4

Course Description:

This course provides an introduction to the core principles of Machine Learning and its role in business and artificial intelligence. It explores how machines learn from data, the major types of learning approaches, and the application of machine learning algorithms to address real-world business challenges. Designed specifically for BBA students, the course emphasizes conceptual understanding while offering practical insights into AI-powered decision-making and data-driven business strategies.

Course Learning Outcomes:

After successful completion of this course, students will be able to:

1. Comprehend the basic concepts, scope, and importance of machine learning in business.
2. Differentiate between various types of machine learning techniques.
3. Apply basic supervised and unsupervised learning algorithms.
4. Analyze datasets and interpret results using simple ML models.
5. Evaluate the performance of machine learning models.
6. Demonstrate practical understanding using tools and real-world case studies.

Prerequisite:
Basic understanding of Basic Programming Knowledge Python and R

Course Content

Unit No.	Description	Hrs.
1	**Introduction to Machine Learning**	06

	Definition and scope of Machine Learning, Importance in business and AI, Types of Machine Learning (Supervised, Unsupervised, Reinforcement), Applications of ML in real-world scenarios, ML vs Traditional Programming	
2	**Data Handling and Preprocessing** Types of data (structured and unstructured), Data collection and datasets, Data cleaning and handling missing values, Data transformation and normalization, Introduction to feature selection and feature engineering	**06**
3	**Supervised Learning – Regression** Concept of supervised learning, Linear Regression, Multiple Regression, Model training and testing, Evaluation metrics (MSE, RMSE, R^2), Business applications of regression	**06**
4	**Supervised Learning – Classification** Concept of classification, Logistic Regression, Decision Trees, k-Nearest Neighbors (KNN), Model evaluation (Confusion Matrix, Accuracy, Precision, Recall)	**06**
5	**Unsupervised Learning** Concept of unsupervised learning, Clustering techniques, K-Means clustering Hierarchical clustering, Dimensionality reduction (basic idea of PCA), Business applications of clustering	**06**
6	**Model Evaluation and Introduction to Advanced Concepts** Overfitting and underfitting, Cross-validation, Bias-variance tradeoff, Introduction to Neural Networks, Introduction to Deep Learning, Ethical issues in Machine Learning	**06**

References -

1. Dinesh Kumar, Machine Learning Using R, Wiley India
2. Komaragiri Srinivasa Raju, Artificial Intelligence and Machine Learning Techniques in Engineering and Management, Springer

3. N. P. Padhy, Artificial Intelligence: Foundations and Applications, Oxford University Press India
4. Anil Maheshwari, Introduction to Artificial Intelligence and Machine Learning,, McGraw Hill India
5. Saikat Dutt ,Machine Learning, , Pearson India

Class:-**Third Year B. B.A.**	Semester- **VI**
Course Code : **BIE302**	Course Name : **New Product Development Theory**

L	T	P	Credits
3	1	-	4

Course Description:
This course provides a comprehensive understanding of the theory and process of new product development (NPD). It focuses on idea generation, concept development, product design, testing, commercialization, and product life cycle management. Students learn systematic approaches to innovation, market-driven product planning, and strategic management of new products in competitive environments.

Course Learning Outcomes:
After successful completion of the course, students will be able to,

1. Explain the concept and importance of new product development.
2. Identify and evaluate new product opportunities and ideas.
3. Apply product design and development processes.
4. Analyze product testing and commercialization strategies.
5. Evaluate product performance and life cycle decisions.
6. Develop structured new product development plans

Prerequisite:
Students should have basic knowledge of: Principles of Marketing, Consumer Behavior, Business Environment

Course Content

Unit No.	Description	Hrs.
1	**Foundations of New Product Development** Concept and importance of new product development, innovation and product strategy, types of new products, role of NPD in competitive	06

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	advantage, organizational structures for NPD, overview of NPD process.	
2	**Idea Generation and Concept Development** Sources of new product ideas, creativity techniques, idea screening, concept development and testing, customer involvement in product development, market opportunity analysis.	**06**
3	**Product Design and Development Process** Product design principles, product architecture, prototype development, design thinking approach, cross-functional development teams, and product development strategies.	**06**
4	**Product Testing and Market Validation** Product testing methods, alpha and beta testing, test marketing, customer feedback analysis, quality function deployment, risk assessment in product launch.	**06**
5	**Commercialization and Product Launch** Market entry strategies, pricing decisions, branding and positioning, launch planning, distribution strategies, managing product introduction.	**06**
6	**Product Life Cycle and Portfolio Management** Product life cycle stages, product performance evaluation, product modification strategies, portfolio management, product discontinuation decisions, innovation sustainability.	**06**

References -
Reference Books: -

1. C. Merle, & Di Benedetto, C. Anthony, New Products Management Crawford, McGraw Hill Publication
2. Eppinger, Steven D, Product Design and Development & Eppinger, McGraw Hill Publication

3. Kotler, Philip, & Keller, Kevin Lane, Marketing Management, Pearson Publication
4. Ramaswamy, V. S., & Namakumari, S. Marketing Management: Indian Context McGraw Hill Education.
5. Di Benedetto, C. A., New Products Management., & Di Benedetto, C. A. McGraw-Hill Education.
6. Lehmann, D. R., & Winer, R. S, Product Management, McGraw-Hill Education.
7. Kotler, P., & Keller, K. L. Marketing Management, Pearson Education.
8. Drucker, P. F. Innovation and Entrepreneurship, Routledge Publication

Academic Journals (HRD / HRM / Organizational Development)

- Journal of Product Innovation Management
- Research-Technology Management
- International Journal of Innovation Management
- Journal of Marketing Research
- Journal of Consumer Research

Useful Websites and Professional Resources

- Product Development and Management Association (PDMA) – Product development research and best practices.
- Harvard Business Publishing – Innovation and product strategy case studies.
- World Intellectual Property Organization – Innovation and intellectual property insights.

Class:-**Third Year B. B.A.**	Semester- **VI**
Course Code : **BDM302**	Course Name : **Search Engine Optimization**

L	***T***	***P***	***Credits***
3	**1**	**-**	**4**

Course Description:
This course provides a practical and strategic introduction to Search Engine Optimization (SEO), the process of improving a website's visibility in organic (non-paid) search engine results. Students will explore how search engines work, including crawling, indexing, and ranking algorithms. Emphasis is placed on both on-page and off-page SEO techniques, keyword research, technical SEO fundamentals, content optimization, link building strategies, analytics and performance measurement.

Course Learning Outcomes:
After successful completion of the course, students will be able to;

1. Explain search engine mechanics and fundamental SEO terminologies.
2. Conduct keyword research and design SEO-aligned content strategies.
3. Optimize web page elements to maximize on-page search visibility.
4. Apply technical SEO configurations to improve indexing and site performance.
5. Implement ethical off-page link building strategies to enhance site authority.
6. Analyze SEO campaign performance using tracking tools and metrics.

Prerequisite:
Basic understanding of Search Engine.

Course Content

Unit No.	Description	Hrs.
1	**Introduction to Search Engines & SEO Fundamentals** Evolution of search engines, How search engines work (Crawling, Indexing, Ranking), Overview of major search engines, Organic vs Paid Search, Importance of SEO in digital marketing, SEO terminology	06

	(Keywords, SERP, Backlinks, CTR, Impressions), Introduction to Google algorithm updates.	
2	**Keyword Research & Content Strategy** Concept of keywords, Types of keywords (Short-tail, Long-tail, LSI), Search intent (Informational, Navigational, Transactional, Commercial), Keyword research tools (Google Keyword Planner, Uber suggest), Competitor keyword analysis, Content planning & SEO copywriting basics, Blog structure & readability.	**06**
3	**On-Page SEO Optimization** Title tags & Meta descriptions, Header tags (H1, H2, H3 structure), URL optimization, Image optimization (Alt text, file size), Internal linking strategies, Content optimization techniques, Featured snippets optimization.	**06**
4	**Technical SEO Basics** Website architecture, XML Sitemap & Robots.txt, Page speed optimization, Mobile-first indexing, HTTPS & website security basics, Canonical tags, Introduction to schema markup.	**06**
5	**Off-Page SEO & Link Building** Concept of backlinks, Types of backlinks (Do-follow, No-follow), Link building strategies, Guest blogging, Social signals & brand mentions, Domain Authority & Page Authority, Ethical vs Black Hat SEO	**06**
6	**SEO Analytics, Tools & Performance Measurement** Introduction to SEO tools, Google Analytics basics, Google Search Console, SEO KPIs (Traffic, Bounce Rate, Conversion Rate), SEO reporting & dashboards, ROI of SEO campaigns, Future trends in SEO (AI, Voice Search)	**06**

References -

- Eric Enge, Stephan Spencer & Jessie Stricchiola, The Art of SEO: Mastering Search Engine Optimization, O'Reilly Media Publication
- Peter Kent, SEO for Dummies, Wiley Publication
- Adam Clarke, SEO 2024: Learn Search Engine Optimization with Smart Internet Marketing Strategies, Simple Effectiveness Publishing
- Jason McDonald, SEO Workbook: Search Engine Optimization Success in Seven Steps, JM Internet Group Publication
- Aravind Shenoy & Anirudh Prabhu, Introducing SEO: Your Quick-Start Guide to Effective SEO Practices, Apress Publication

References -

Reference Books :

1. Bennett & Hugen, Financial Analytics with R, Cambridge University Press
2. Albright & Winston, Business Analytics: Data Analysis and Decision Making – Cengage Publication
3. John C. Hull, Risk Management and Financial Institutions, Wiley Publication
4. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Publication
5. Bharati V. Pathak, Indian Financial System, Pearson India Publication

Class:-**Third Year B. B.A.**	Semester- **VI**
Course Code : **BSCM302**	Course Name : **Operations Strategy**

L	T	P	Credits
3	1	-	4

Course Description:

This course examines the strategic role of operations in achieving organizational competitiveness and long-term success. It focuses on aligning operations strategy with overall business objectives through effective process, capacity, and supply chain decisions. The course explores industry-specific approaches across manufacturing and service sectors. It analyses the impact of emerging technologies such as blockchain and IoT on operational performance. Students will assess supply chain risks and resilience strategies. Emphasis is placed on sustainability, ethics, and responsible operations management.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1. Align operations strategy with overall business objectives.
2. Differentiate operational strategies between manufacturing and service sectors.
3. Apply Blockchain and IoT technologies to automate operations.
4. Develop risk mitigation plans and sustainable supply chain practices.
5. Implement quality management frameworks and performance metrics.
6. Design global logistics networks using digital and green strategies.

Prerequisite:

Basic understanding of concepts and need of Operation Strategy

Course Content

Unit No.	Description	Hrs.
1	**Fundamentals of Operations Strategy** Defining Strategy: Introduction to the concept of operations strategy and its core importance, Strategic Alignment: Focus on aligning	06

Unit No.	Description	Hrs.
1	***Introduction to Operations Strategy*** Meaning and importance of operations strategy; Objectives of operations; Relationship between business strategy and operations strategy; Operations in manufacturing and service organizations.	06
2	**Operations Planning and Process Management** Process design; Types of processes; Facility location and layout (overview); Capacity planning (basic concepts); Productivity and efficiency; Process improvement concepts.	06
3	**Quality Management in Operations** Meaning and dimensions of quality; Basic quality management practices; Introduction to TQM and Kaizen; Role of technology and automation in operations; Business case studies.	06
4	**Supply Chain and Sustainable Operations** Introduction to supply chain management; Purchasing and inventory basics; Logistics and distribution; Green practices; Ethics and social responsibility in operations.	06
5	**Measuring Operational Performance** Performance objectives (Cost, Quality, Speed, Dependability, Flexibility); Productivity measurement; Capacity utilization; Benchmarking; Key Performance Indicators (KPIs); Continuous improvement	06
6	**Contemporary Issues in Operations Strategy** Globalization and operations (overview); Customer-focused operations; Risk management basics; Service operations; Emerging trends in operations management; Case studies from Indian and global organizations	06

References -
Reference Books:

1. Slack, N., & Lewis, M., Operations strategy, Pearson Publication
2. Willenium Stevason, Operations management, J. McGraw-Hill Education.
3. Heizer, J., Render, B., & Munson, C. Operations management: Sustainability and supply chain management, Pearson Publication
4. Manufacturing strategy: Text and cases, Hill, T. McGraw-Hill Publication
5. Goldratt, E. M., & Cox, J., The goal: A process of ongoing improvement, North River Press.
6. Johnston, R., & Clark, G. , Service operations management, Pearson Publication
7. Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E, Designing and managing the supply chain: Concepts, strategies and case studies, McGraw-Hill Publication
8. Rogers, D. L. , The digital transformation playbook: Rethink your business for the digital age,. Columbia Business School Publishing.
9. Drescher, D. , Blockchain basics: A non-technical introduction in 25 steps, Apress Publication
10. Waters, D. , Kogan , Supply chain risk management: Vulnerability and resilience in logistics. Page Publication
11. Esty, D. C., & Winston, A. S. , *Green to gold: How smart companies use environmental* strategy to innovate, create value, and build competitive advantage, Wiley Publication

Class:-**Third Year B. B. A.**	Semester- **VI**
Course Code : **BBA312**	Course Name : **Corporate Governance**

L	T	P	Credits
2	-	-	2

Course Description:
This course will teach the fundamental theories and practice of corporate governance. This course covers the history of the corporation, boards of directors, the division of profit sharing and various forms of employee ownership and equity ownership among insiders, regulation, shareholder activism, the impact of takeovers and mergers and acquisitions on governance, ethical issues such as conflicts of interest and insider trading, international corporate governance, and policy developments likely to impact the corporation

Course Learning Outcomes:

- Understand corporate governance concepts, principles, and foundational theories.
- Explain board structures, director roles, and the function of board committees.
- Analyze insider trading, shareholder activism, whistleblowing, and CSR issues.
- Evaluate global corporate failures and the international codes developed from them.
- Examine India's regulatory framework, including SEBI guidelines and committee reports.
- Diagnose major corporate scandals and propose effective risk-mitigation strategies.

Prerequisite:
Basic understanding of Business Management, Principles of Management, or Introductory Company Law.

Course Content

Unit No.	*Description*	*Hrs.*
1	**Conceptual Framework of Corporate Governance** Corporate Governance: Meaning, significance, and principles; Management and corporate governance; Theories of Corporate Governance: Agency Theory, Stewardship theory, Stakeholders' Theory; One Tier and Two-Tier Boards.	06

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2	**Corporate Governance and Role of Stakeholders** Board composition: Executive directors, non-executive directors and independent directors; Role of Board and board committees; Insider Trading; Shareholder activism; Class action suits; Whistleblowing Mechanism, CSR and Corporate Governance.	**06**
3	**Global Corporate Failures and International Codes** Maxwell (UK), Enron (USA); Sir Adrian Cadbury Committee Report 1992, SOX Act 2002, OECD Principles of Corporate Governance.	**06**
4	**Corporate Governance Regulatory Framework and Failures in India** Kumar Mangalam Birla Committee (1999), NR Narayana Murthy Committee (2005) and Uday Kotak Committee (2017); Regulatory framework: Relevant provisions of Companies Act, 2013, SEBI: Listing Obligations and Disclosure Requirements Regulations (LODR), 2015. Satyam Computer Services Ltd, Kingfisher Airlines, PNB Heist; ICICI Bank; Common Governance Problems in various Corporate Failures in India and abroad	**06**

References -

Text Books:

- Satheesh Kumar, T. N., Corporate Governance, Oxford University Press.
- Sharma, J. P., Corporate Governance, Business Ethics and CSR: (with Case Studies and Major Corporate Scandals), Ane Books Pvt. Ltd.
- Monks, R. A. G., & Minow, N., Corporate Governance, John Wiley & Sons.

Reference Books:

- Sarbanes-Oxley Act, Washington DC.
- Aparajita, S., & Rhudra, R., Insider Trading Regulation, GNLU L. Rev.
- Roy Chowdhury Ghosh, A., Corporate Governance Under the SEBI (Listing Obligations and Disclosure Requirements) Regulations, Research Publication.

Class: -**Third Year B. B.A.**	Semester- **VI**
Course Code: **BBA314**	Course Name: ***Major* Project**

L	T	P	Credits
-	2	4	4

Course Description:

Student has to undergo a practical training of minimum 30 days after Sem-IV, during holidays, after college hours. BBA being professional course, it is essential for each student to practically apply or understand theoretical concepts what he/she learn during the course. Student should decide the topic for the project under the guidance of a mentor/project in-charge/subject teacher after Sem-IV and complete internship related to it. During the training programme, student is expected to collect vital information through internal and external source so as to reach concrete conclusions on the given subject. Project Work will be done by the student individually. Project work will be evaluated on the basis of internship and project report.

Course Learning Outcomes:

After Successful completion of the course, students will be able to,

1. ascertain the research problem and formulate objectives.
2. choose appropriate methodology with proper tools and techniques.
3. analyze and interpret the data collected from different sources.
4. make decision or find out conclusions on the basis of data analysis

Prerequisite:

Students should have basic knowledge of project work

Course Content

Unit No.	Description	Hrs.

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1	Completion of review of literature and preparation of Research paper on Bibliometric study and presentation **(Two Weeks)**	**06**
2	Preparation of the research design and preparation of tool of data collection (if required) **(Two Weeks)**	**06**
3	Data Collection and Analysis **(Three Weeks)**	**06**
4	Report preparation for the industry where 50% evaluation is by industry & 50% at RIT **(Two Weeks)**	**06**
5	Publication of one research paper based on the work done in a required conference or journal **(Before Completion of Semester)**	**06**
6	Presentation of the spiral report as per the schedule displayed by the department and appearing for viva-voce.	**06**