BHARATI VIDYAPEETH

(Deemed to be University), Pune 'A++'

Accreditation (Fourth Cycle) by 'NAAC' in

2024 Category-I Deemed to be University

Grade by UGC 'A' Grade University Status

by MHRD Govt. of India

FACULTY OF MANAGEMENT STUDIES

BACHELOR OF BUSINESS ADMINISTRATION DEGREE (THREE YEARS) / (HONORS) (FOUR YEARS)

FRAMED AS PER NATIONAL EDUCATION POLICY (NEP 2020)

SYLLABUS

Applicable with effect from 2022-23

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BHARATI VIDYAPEETH (DEEMEDTO BE UNIVERSITY), PUNE
Faculty of Management Studies

Bachelor of Business Administration (Honors) Four Years Revised Course Structure (To be effective from 2022-2023)

I. BBA(Honors) Four Year Degree Program:

The Bachelor of Business Administration (Honors) Program is four-year degree Program offered by BharatiVidyapeeth (Deemed to be University), Pune and conducted at its Constituent Units in Pune, New Delhi, Navi Mumbai, Karad, Kolhapur, Sangli, and Solapur. All the Constituent units have excellent faculty, Laboratories, Library, and other facilities to provide proper learning environment. The University is accredited by NAAC with an **A^+** grade. The Bachelor of Business Administration (BBA) total 160 credits is designed to provide a strong practical understanding of the principles, theories and tools necessary to succeed in businesses. The BBA Program focuses on imparting to Students/Learners the ability to demonstrate leadership, understand human relationships, and problem-solving abilities essential for success in any business endeavor. While designing the BBA Program, the above facts are considered and the requirements for higher studies and immediate employment are visualized. This effort is reflected in the Vision and Mission statements of the BBA Program of course, the statements also embody the spirit ofthe vision of Hon'ble Dr. Patangraoji Kadam, Founder-Chancellor Bharati Vidyapeeth (Deemed to be University), Pune which is to usher in — "Social Transformation Through Dynamic Education."

II. Vision Statement

- To prepare the Students/Learners to cope with the rigor of Graduate Programs in India and Abroad aswell as to prepare them for managing Businesses globally and as Entrepreneurs who will also be sensitive to societal concerns.

III. Mission

- To impart sound conceptual knowledge and skills in the field of Business Management Studies that can be leveraged for enhancing career prospects and higher education in the said discipline.

IV. Learning Outcome Based Curriculum Framework - Bachelor of BusinessAdministration (Honors) Four Year Degree Program:

1. Program Educational Objectives (PEOs):

i) To impart knowledge about management concepts, theories, models, key business terms etc.

ii) To develop decision making capabilities of the students /learners

iii) To impart knowledge of information technology

iv) To enable the students in identifying the business problems and provide solutions to it.

v) To encourage the students to opt for Entrepreneurship as a career option

vi) To enable the students in collecting, organizing and analyzing the information related to business

vii) To develop managerial insights through Indian Ethos and values

viii) To sensitize the students about environmental issues and sustainable consumption

2. Program Outcomes (POs):

On the successful completion of this program the students will be able to

i) Remember management concepts, theories, models and key business terms.

ii) Understand management principles and practices in the organizational context, to achieve organizational goals.

iii) Apply optimum solutions to problems in the field of Business Management.

iv) Use sustainable and ethical business practices in the Contemporary business scenario.

v) Analyze the need for and engage in lifelong learning in the field of business management.

vi) Evaluate entrepreneurial opportunities and leverage the knowledge in starting and managing a business enterprise

3. Graduate Attributes (GAs):

Bharati Vidyapeeth (Deemed to be University) envisions its graduates to acquire these attributes during their educational experience:

GA Code	Attribute Description
GA 01	Competence (strong foundational knowledge, skills and attitudes) in providing professional service in national and global settings.
GA 02	Ability to make decisions based upon critical thinking and reasoning.
GA 03	Readiness to respond to the needs of individuals, organizations and society and contribute to nation building as a responsible citizen.
GA 04	Serves and does research within ethical, professional and legal framework.
GA 05	Readiness to lead and be led to provide service as a professional, as a researcher, as a manager, as an educator, and as an advocate of best practices.
GA 06	Technology user in professional, educational and research work.
GA 07	Sensitivity and commitment to environmental conservation and sustainability in the professional and personal spheres.
GA 08	Values the diversity of Indian culture, ethos and knowledge
GA 09	Self-Directed and lifelong learner for continuous professional and personal development.
GA 10	Effective Communicator
GA 11	Embraces change with a resilient mindset.

V. Qualification Descriptors

Upon successful completion of the four year UG course, the Students/Learners receive a B.B.A (Honors) degree are expected to branch out into different paths seeking spheres of knowledge and domains of professional work that they find fulfilling. They will be able to demonstrate knowledge of major management functions and the ability to provide an overview of scholarly debates relating to Business Management. It is expected that besides the skills specific to the discipline, these wider life skills of argumentation and communication, attitudes and temperaments, and general values inherent in a discipline that studies human beings in their social context, in all its complexity, ultimately enable learners to live rich, productive and meaningful lives.

A degree holder in of Bachelor of Business Administration (Honors) shall work in public and private sector organizations. The career option possible in the field of Business Administration is very high. The Students/Learners will be able to pursue higher education at the Master's Degree or any higher qualification in India or abroad. Not only this, but one will also be able to start his/her own business. The Bachelor of Business Administration (Honors) career option is very attractive and fast – paced.

The job opportunities as a Bachelor of Business Administration (Honors) are increased due to the rapid growth of entrepreneurship skills. The Students/Learners will be able to apply in the following

places Information Systems Manager, Production Manager, Finance Manager, Human Resource Manager, Business Administration Researcher, Management Accountant, Business Consultant, Marketing Manager, Research and Development Manager.

VI. Duration of Program, Credit Requirements and Options:

The duration of BBA Three Year Degree Program having six semesters and BBA (Honors) Degree Program will be of four years spread across eight Semesters with multiple entry and exit options. Student should complete the 4 years degree programme within 7 years.

a) Following EXIT options are available with the students:

Exit Options	Minimum Credits Requirements	NCrF Level	Remark
Undergraduate Certificate in Business Administration – After successful completion of first year an additionally student have undergo a minimum 4 credit skill enhancement courses over and above the 40 credit earn for completing level 4.5	40	4.5	Students shall be allowed to join back in the 2nd year at level 5 before the expiry of the credits earned, subject to a maximum duration of seven years. The procedure for depositing and redemption of credits shall be as per the UGC (Establishment and Operation of Academic Bank of Credits in Higher Education) Regulations, 2021, as amended from time to time. ***[UGC (Minimum Standards of Instruction for the Grant of Undergraduate Degree and Postgraduate Degree) Regulations, 2025]***
UG Diploma in Business Administration- After successful completion of second year They have undergone a minimum 4-credit skill-enhancement course(s) over and above the 80 credits earned for completing level 5.	80	5	Students shall be allowed to join back in the 3rd year at level 5.5 at a later stage before the expiry of the credits earned, subject to a maximum duration of seven years. The procedure for depositing and redemption of credits shall be as per the UGC (Establishment and Operation of Academic Bank of Credits in Higher Education) Regulations, 2021, as amended from time to time.***[UGC (Minimum Standards of Instruction for the Grant of Undergraduate Degree and Postgraduate Degree) Regulations, 2025]***

Bachelor's Degree – After successful completion of Third year Students who have earned a total of 120 credits by completing level 5.5 of NCrF and exit from the undergraduate programme shall be awarded an undergraduate degree.	120	5.5	Students who have earned the required credits at level 5.5 of NCrF and exit from the undergraduate programme after 3 years can resume the 4th year undergraduate (Honours/Honours with Research) programme at a later stage before the expiry of the credits earned, subject to a maximum duration of seven years. The procedure for depositing and redemption of credits shall be as per the UGC (Establishment and Operation of Academic Bank of Credits in Higher Education) Regulations, 2021, as amended from time to time. ***[UGC (Minimum Standards of Instruction for the Grant of Undergraduate Degree and Postgraduate Degree) Regulations, 2025]***
Bachelor's Degree with Honors– After successful completion of fourth year Students who have earned the required credits at level 6 of NCrF shall be awarded an undergraduate (Honours/Honours with Research) degree.	160	6	
Bachelor's Degree with Research– After successful completion of fourth year. Students who have earned the required credits at level 6 of NCrF shall be awarded an undergraduate (Honours/Honours with Research) degree.			

Integration of Skill Courses and Apprenticeships. - A student has to earn a minimum of 50% of total credits in a discipline to earn an undergraduate degree with a major in that discipline. For the remaining 50% credits, the students may choose skill courses, apprenticeships and multidisciplinary subjects.

- Student with bachelor's degree can opt for bachelor's degree with Honors
- Student with bachelor's degree can opt for Bachelor degree with Honors (Research) if the student secure CGPA >= 7.5

VII. ACADEMIC BANK OF CREDITS (ABC):

As per the National Educational Policy (NEP) 2020, the Academic Bank of Credit offer the flexibility of curriculum framework and interdisciplinary /multidisciplinary academic mobility of students across Higher Educational Institutes (HEIs) with appropriate credit transfer mechanism. In furtherance to these guidelines the Faculty of Management Studies, Bharati Vidyapeeth (Deemed to be University) Pune has designed a four years undergraduate program offered at its constituent units.

As a pre-requisite a student's /learners should register themselves in the website of Academic Bank of Credit. The credits earned by the student /learner will be stored in it. A Student/Learner would be required to complete the course as per the ABC (Academic Bank Credit) policy of UGC. The validity of the credits earned for a course is seven years only.

VIII. Eligibility Requirements

- Students/Learners applying for BBA (Honors) Four year Program should have passed higher secondary or equivalent examination (10 + 2) of any recognized Board satisfying the following conditions:

- Every eligible Students/Learners have to pass a common All India Entrance test (BU-MAT) conducted by Bharati Vidyapeeth (Deemed to be University), Pune. The final admission is based solely on the merit at the BU-MAT test

IX. Grading System for Programs under Faculty of Management Studies:

- **Grade Points**: The Faculty of Management Studies, Bharati Vidyapeeth (Deemed to be University) has suggested the use of a 10-point grading system for all programs designed by the various Board of Studies. A grading system is a 10-point system if the maximum grade point is 10. The system is given in Table I below.

Table I: The 10-point Grading System Adapted for Programs under FMS

Range of Percent Marks	[80, 100]	[70, 79]	[60, 69]	[55, 59]	[50, 54]	[40, 49]	[00, 39]
Grade Point	10.0	9.0	8.0	7.0	6.0	5.0	0.0
Grade	**O**	**A+**	**A**	**B+**	**B**	**C**	**D**

Formula to calculate GP is as under:

Set x = Max/10 where Max is the maximum marks assigned for the examination (i.e. 100) Formula to calculate the individual evaluation

Range of Marks	Formula for the Grade Point
$8x \leq$ Marks $\leq 10x$	10
$5.5x \leq$ Marks $< 8x$	Truncate (M/x) +2
$4x \leq$ Marks $< 5.5x$	Truncate (M/x) +1

- **Scheme of Examination**: For BBA Three Year / BBA (Honors), Courses having Internal Examinations (IA) and University Examinations (UE) shall be evaluated by the respective constituent units and the University at the term end for **40 (Forty)** and **60 (Sixty)** Marks respectively. The total marks of IE and UE shall be 100 Marks and it will be converted to grade points and grades. For Comprehensive Continuous Assessment (CCA) –

The subject teacher may use the following assessment tools:

a) Class Tests

b) Presentations

c) Assignments

d) Case studies

e) Field Assignments and

f) Mini Projects

MOOCs Policy:

As per the guidelines provided by UGC each student have to complete **TWO** MOOCs (Massive Open Online Courses) as add on Course which provides wide access to the online learning. The student of regular programme should complete MOOCs prescribed by the institute in semester III, Sem IV, and / or Sem V. Each MOOC will be evaluated for **TWO** credits. The MOOC course fees should be borne by the respective student. On successful completion of MOOCs course, the student should produce the completion certificate to the institute on the basis of which additional Credits will be given to the students.

- Following are the sources from where students can undertake MOOCs

1. iimb.ac.in
2. swayam.gov.in
3. edx.org
4. Coursera
5. harvardx.harvard.edu
6. Indira Gandhi National Open University (IGNOU)
7. National Council of Educational Research and Training (NCERT)
8. National Institute of Open Schooling (NIOS)
9. National Programme on Technology Enhanced Learning (NPTEL)
10. Any other sources offering online courses suggested by institute.

NSS Participation: Students who actively participate in all NSS activities will be awarded an additional 10 marks to their final CGPA and will also receive a State Government Participation Certificate.

X. Standard of Passing:

For all courses, both IE and UE constitute separate Heads of Passing (HoP). In order to pass in such courses and to earn the assigned credits, the Students/Learners must obtain a minimum grade point of 5.0 (40% marks) at UE and also a minimum grade point of 5.0 (40% marks) at IE. If Students/Learners fails in IE, the Students/Learners passes in the course provided, he/she obtains a minimum 25% marks in IE and GPA for the course is at least 6.0 (50% in aggregate). The GPA for a course will be calculated only if the Students/Learners pass at UE.

Students/Learners who fails at UE in a course has to reappear only at UE as backlog Students/Learners and clear the Head of Passing. Similarly, a Students / Learners who fails in a course at IE he has to reappear only at IE as backlog Students/Learners and clear the Head of Passing. To secure the GPA required for passing.

The 10 point Grades and Grade Points according to the following table

Range of Marks (%)	Grade	Grade Point
80 ≤ Marks ≤ 100	O	10
70 ≤ Marks < 80	A+	9
60 ≤ Marks < 70	A	8
55 ≤ Marks < 60	B+	7
50 ≤ Marks < 55	B	6
40 ≤ Marks < 50	C	5
Marks < 40	D	0

For Regular mode – The Students performance at IE and UE will be combined to obtain GPA (Grade Point Average) for the course. The weights for performance at UE and IE shall be 60% and 40% respectively. GPA is calculated by adding the UE marks out of 60 and IA marks out of 40. The total marks out of 100 are converted to grade point, which will be the GPA.

Formula to calculate Grade Points (GP)

Suppose that "Max" is the maximum marks assigned for an examination or evaluation, based on which GP will be computed. In order to determine the GP, Set x = Max/10 (since we have adopted 10 point system). Then GP is calculated by the following formulas

Range of Marks	Formula for the Grade Point
$8x \leq \text{Marks} \leq 10x$	10
$5.5x \leq \text{Marks} < 8x$	Truncate (M/x) +2
$4x \leq \text{Marks} < 5.5x$	Truncate (M/x) +1

Two kinds of performance indicators, namely the Semester Grade Point Average (SGPA) and the Cumulative Grade Point Average (CGPA) shall be computed at the end of each term.

The SGPA measures the cumulative performance of a Student/Learner in all the courses in a particular semester, while the CGPA measures the cumulative performance in all the courses since his/her enrollment. The CGPA of Students/Learners when he /she completes the Program is the final result of the Students/Learners.

The SGPA is calculated by the formula

$$SGPA = \frac{\sum Ck * GPk}{\sum Ck}$$

where, Ck is the Credit value assigned to a course and GPk is the GPA obtained by the Students/Learners in the course. In the above, the sum is taken over all the courses that the Students/Learners has undertaken for the study during the Semester, including those in which he/she might have failed or those for which he/she remained absent.

The SGPA shall be calculated up to two decimal place accuracy.

The CGPA is calculated by the following formula

$$CGPA = \frac{\Sigma C_k * GP_k}{\Sigma C_k}$$

where, Ck is the Credit value assigned to a course and GPk is the GPA obtained by the Students/Learners in the course. In the above, the sum is taken over all the courses that the Students/Learners has under taken for the study from the time of his/her enrollment and also during the semester for which CGPA is calculated.

The CGPA shall be calculated up to two decimal place accuracy. The formula to compute equivalent percentage marks for specified CGPA= (Final CGPA-0.5)*10

XI. Award of Grades:

Students/Learners who have completed the minimum credits specified for the Program shall be declared to have passed in the program. The final result will be in terms of letter grade only and is based on the CGPA of all courses studied and passed.

The criteria for the award of Grades are given below.

Range of CGPA	Final Grade	Performance Descriptor	Equivalent Range of Marks (%)
9.5≤CGPA ≤10	O	Outstanding	80 ≤ Marks ≤ 100
9.0≤CGPA ≤9.49	A+	Excellent	70 ≤ Marks < 80
8.0≤CGPA ≤8.99	A	Very Good	60 ≤ Marks < 70
7.0≤CGPA ≤7.99	B+	Good	55 ≤ Marks < 60
6.0≤CGPA ≤6.99	B	Average	50 ≤ Marks < 55
5.0≤CGPA ≤5.99	C	Satisfactory	40 ≤ Marks < 50
CGPA below 5.0	F	Fail	Marks below 40

XII. ATKT Rules

The Academic Council at its 72nd meeting held on 25-2-2025 has resolved to REPEAL the condition related to the number of heads of passing required by the students to proceed to next year or subsequent years / semesters. In view of this, the students admitted can be permitted to take admission in the subsequent years / semesters irrespective of the number of subjects they have passed /cleared. However, the University reserves its right to admit the students in any of the semester / year depending on the fulfillment of level of knowledge required. These conditions are not applicable to programmes which are governed and have to abide by Council regulations. This will be effective from the Summer 2025 examinations and onwards.

[Refer Notification 1304 of University]

XIII. Specialization:

BBA Three Year Degree Program / BBA (Hons.) Four Year Degree Program 2022 offers **Dual Specialization** to the students in the third year of both the programs. The students are required to select **Two Specializations** from the list provided on the next page;

Prerequisite for offering a Specialization

- There must be minimum ***10 (Ten) students*** for a particular specialization

***List of Specializations*:**

Specialization may be chosen from the following list;

List of Specialization
Marketing Management
Financial Management
Human Resource Management
International Business Management
Production & Operations Management
Information Technology Management
Agribusiness Management
Retail Management
Project Management
Business Analytics Management
Event Management
Hospitality Management
Family Business Management
Supply Chain and Logistics Management
Healthcare & Hospital Management
Healthcare Technonolgy
Fintech

1. INTERNSHIPS: Internship I

At the end of Semester IV, each student shall undertake Internship I in an Industry for **60** (**Sixty Days**) for which Viva –Voce will be scheduled during the Sem-V examination. It is mandatory for the students to seek written approval from the Faculty Guide about the Topic & the Organisation before commencing the Internship. During the Internship students are expected to take necessary guidance from the faculty guide allotted by the Institute. To do it effectively they should be in touch with their guide through e- mail or telecom. Internship Project should be a research based project.

The ***learning outcomes and the utility to the organization*** must be highlighted in Internship Project Report. (Details are Mentioned in Syllabus)

2. Internship II

At the end of Semester VII, the students are required to undertake Internship II of **60 days** in an organization. The Evaluation of the same will be done in Semester VIII. (Details are Mentioned in Syllabus)

XV BBA (Honors) PROGRAM STRUCTURE w.e.f. 2022-23

Semester-I

Course Code	Name of the Courses	Type of Course	Format	Credits	IE	UE	Total Marks
101	Principles of Management	DSC	IE&UE	3	40	60	100
102	Language-I	AEC	IE&UE	3	40	60	100
103	Micro Economics	DSC	IE&UE	3	40	60	100
104	Business Accounting.	DSC	IE&UE	3	40	60	100
105	Foundations of Mathematics	DSC	IE&UE	3	40	60	100
106	Fundamental of Information Technology	DSC	IA	3	100		100
107	Community Work-I / Role of NGO in Rural Development	VBC	IA	1	100	-	100
108	Indian Ethos for Leadership Excellence	VBC	IA	1	100	-	100
	Total No. of Credits			**20**	**500**	**300**	**800**

Semester–II

Course Code	Name of the Courses	Type of Course	Format	Credits	IE	UE	Total Marks
201	Business Environment	DSC	IE&UE	3	40	60	100
202	Business Communication	AEC	IE&UE	3	40	60	100
203	Macro Economics	DSC	IE&UE	3	40	60	100
204	Cost Accounting	DSC	IE&UE	3	40	60	100
205	Business Statistics	DSC	IE&UE	3	40	60	100
206	Business Ethics	DSC	IA	3	100		100
207	Universal Human Value	VBC	IA	1	100	-	100
208	Data Analysis Tools for Business /Accounting Software/Content Writing	SEC	IA	1	100	-	100
	Total No. of Credits			**20**	**500**	**300**	**800**

Semester–III

Course Code	Name of the Courses	Type of Course	Format	Credits	IE	UE	Total Marks
301	Marketing Management	DSC	IE&UE	3	40	60	100
302	Organizational Behavior	DSC	IE&UE	3	40	60	100
303	Production and Inventory Management	DSC	IE&UE	3	40	60	100
304	Human Resource Managemen	DSC	IE&UE	3	40	60	100
305	Agri-Business Management	AEC	IA	2	100	-	100
306	Goods and Service tax Compliances / Advance Data Analysis Tools / Financial Modeling	SEC	IA	2	100	-	100
307	Constitution of India and Human Rights	VBC	IA	2	100	-	100
308	Physical Education and Yoga	VBC	IA	2	100	-	100
	Total No. of Credits			**20**	**560**	**240**	**800**

The student should complete TWO MOOCs (Massive Open Online Courses) as add on Course which provides wide access to the online learning. The student will complete MOOCs prescribed by the institute in semester III, Sem IV, and / or Sem V, Additional Credits will be given to the student as per MOOCs Policy.

Semester–IV

Course Code	Name of the Courses	Type of Course	Format	Credits	IE	UE	Total Marks
401	International Business	DSC	IE&UE	3	40	60	100
402	Design Thinking and Innovation Management	DSC	IE&UE	3	40	60	100
403	Research Methodology	DSC	IE&UE	3	40	60	100
404	Corporate Law	DSC	IE&UE	3	40	60	100
405	Financial Management	DSC	IE&UE	3	40	60	100
406	Data Science/ Technical Analysis for investment in Stock Market / Digital Marketing	AEC	IA	2	100	-	100
407	Cyber Security	SEC	IA	2	100	-	100
408	Psychology and Life skills	SEC	IA	1	100	-	100
	Total No. of Credits			**20**	**500**	**300**	**800**

Semester-V

Course Code	Name of the Courses	Type of Course	Format	Credits	IE	UE	Total Marks
501	Strategic Management	DSC	IE&UE	3	40	60	100
502	Introduction to Operations Research	DSC	IE&UE	3	40	60	100
503	Environmental Studies (w.e.f 2025 - 2026 batch)	VBC	IE&UE	4	40	60	100
504	First Elective – 1st Subject	DSE	IE&UE	3	40	60	100
505	Second Elective – 1st Subject	DSE	IE&UE	3	40	60	100
506	Internship I (60 days)	AEC	IA	4	100		100
507	Media Literacy/ Enhancing Personal and Professional Skills	AEC	IA	1	100	-	100
	Total No. of Credits			**21**	**340**	**360**	**700**

Semester–VI

Course Code	Name of the Courses	Type of Course	Format	Credits	IE	UE	Total Marks
601	Project Management	DSC	IE&UE	3	40	60	100
602	Entrepreneurship Development &Startup Management	DSC	IE&UE	3	40	60	100
603	Artificial Intelligence For Managers	DSC	IE&UE	3	40	60	100
604	First Elective – 2nd Subject	DSE	IE&UE	3	40	60	100
605	Second Elective- 2nd Subject	DSE	IE&UE	3	40	60	100
606	Chanakya Neeti	VBC	IA	2	100		100
607	Income Tax Act Compliances	SEC	IA	2	100	-	100
608	Hindustani Classical Music, Instrumental and Dance	VBC	IA	1	100	-	100
	Total No. of Credits			**20**	**500**	**300**	**800**

Semester-VII

Course Code	Name of the Courses	Type of Course	Format	Credits	IE	UE	Total Marks
701	Project Assessment and Business Plan	DSC	IE&UE	3	40	60	100
702	Mergers & Acquisitions	DSC	IE&UE	3	40	60	100
703	Sectoral Research and Analysis	DSC	IE&UE	3	40	60	100
704	First Elective -3rd Subject	DSC	IE&UE	3	40	60	100
705	Second Elective – 3rd Subject	DSC	IE&UE	3	40	60	100
706	Intellectual Property Rights (IPR)	AEC	IA	3	100	-	100
707	Research Writing & Publication-I	DSC	IA	1	100	-	100
708	Negotiation	AEC	IA	1	100	-	100
	Total No. of Credits			**20**	**500**	**300**	**800**

Semester–VIII

Semester–VIII (with Honors)

Course Code	Name of the Courses	Type of Course	Format	Credits	IE	UE	Total Marks
H-801	Global Leadership and Culture	DSC	IE&UE	3	40	60	100
H-802	First Elective - 4th Subject	DSE	IE&UE	3	40	60	100
H-803	Second Elective – 4th Subject	DSE	IE&UE	3	40	60	100
H-804	Data Visualization Tools	SEC	IA	3	100	-	100
H-805	Internship II (60 days)	AEC	IA	8	100	-	100
	Total No. of Credits			**20**	**320**	**180**	**500**

Semester–VIII (with Research)

Course Code	Name of the Courses	Type of Course	Format	Credits	IE	UE	Total Marks
R-801	Research Project/Dissertation	DSC	IA	10	400	-	400
R-802	Software and Tools for Research	DSC	IA	3	100	-	100
R-803	Data Visualization Tools	SEC	IA	3	100	-	100
R-804	Research Writing and Publication - II	DSC	IA	4	100	-	100
	Total No. of Credits			**20**	**700**	**-**	**700**

Types of Courses:

- DSC - Discipline Specific Core
- AEC - Ability Enhancement Course
- DSE - Discipline Specific Elective
- SEC - Skill Enhancement Course
- VBC - Value Based Course

XVI. LIST OF ELECTVES

Elective: Marketing Management

SEM	Code.	Name of the Course
V	MK01	Consumer Behaviour
VI	MK02	Services Marketing
VII	MK03	Sales & Distribution Management & B2B
VIII	MK04	Integrated Marketing Communication

Elective: Financial Management

SEM	Code.	Name of the Course
V	FM01	Investment Analysis & Portfolio Management
VI	FM02	Management of Financial Services
VII	FM03	Corporate Finance
VIII	FM04	International Financial Management

Elective: Human Resource Management

SEM	Code.	Name of the Course
V	HR(E) 01	Training and Development
VI	HR(E) 02	Performance & Compensation Management
VII	HR(E) 03	Management of Industrial Relations
VIII	HR(E) 04	Cross Cultural HRM

Elective: International Business Management

SEM	Code.	Name of the Course
V	IB01	Regulatory Aspects of International Business
VI	IB02	Export Import Policies, Procedures and Documentation
VII	IB03	International Marketing
VIII	IB04	Global Business Strategies

Elective: Production and Operations Management

SEM	Code.	Name of the Course
V	PM01	Quality Management
VI	PM02	Business Process Re-engineering
VII	PM03	Logistics & Supply Chain Management
VIII	PM04	World Class Manufacturing Practices

Elective: Information Technology Management

SEM	Code.	Name of the Course
V	IT01	System Analysis & Design
VI	IT02	Information System Security & Audit
VII	IT03	RDBMS with Oracle
VIII	IT04	Enterprise Business Applications

Elective: Agribusiness Management

SEM	Code.	Name of the Course
V	AM01	Rural Marketing
VI	AM02	Supply Chain Management in Agribusiness
VII	AM03	Use of Information Technology in Agribusiness Management
VIII	AM04	Cooperatives Management

Elective: Retail Management

SEM	Code.	Name of the Course
V	R01	Introduction to Retailing
VI	R02	Retail Management & Franchising
VII	R03	Merchandising, Display & Advertising
VIII	R04	Supply Chain Management in Retailing

Elective: Project Management

SEM	Code.	Name of the Course
V	PR01	Project Risk Management
VI	PR 02	Software Project Management Tools
VII	PR 03	Managing Large Projects
VIII	PR 04	Social Cost and Benefit Analysis of Project

Elective: Business Analytics Management

SEM	Code.	Name of the Course
V	BA 01	Business Analytics for Managers
VI	BA 02	Multivariate Statistics
VII	BA 03	Data Warehousing and Data Mining
VIII	BA 04	Applied Analytics

Elective: Event Management

SEM	Code.	Name of the Course
V	EM 01	Event Marketing
VI	EM 02	Event Risk Management
VII	EM 03	Customer Relationship in Event Management
VIII	EM 04	Human Resource in Event Management

Elective: Hospitality Management

SEM	Code.	Name of the Course
V	HM 01	Food Service Operation
VI	HM 02	Tour Operations Management
VII	HM 03	Hospitality Marketing Management
VIII	HM 04	Accommodation Operations Management

Elective: Family Business Management

SEM	Code.	Name of the Course
V	FBM-01	Family Business- Phase-1
VI	FBM-02	Family Business- Phase-2
VII	FBM-03	Family Business- Phase-3
VIII	FBM-04	International Finance in Family Business

Elective: Supply Chain and Logistics Management

SEM	Code.	Name of the Course
V	SCM-01	Logistics & Supply Chain Management
VI	SCM-02	Quality Management and Six Sigma
VII	SCM-03	Lean Management
VIII	SCM-04	Operations Strategy

Elective: Healthcare and Hospital Management

SEM	Code.	Name of the Course
V	HCM-01	Healthcare Management Principles
VI	HCM-02	Healthcare Quality & Patient Safety
VII	HCM-03	Healthcare Marketing
VIII	HCM-04	Healthcare Financial Management

Elective: Healthcare Technology

SEM	Code.	Name of the Course
V	HTM-01	Health Information System
VI	HTM-02	Healthcare Innovation & Technology Management
VII	HTM-03	Healthcare Data Analytics
VIII	HTM-04	Telemedicine & Healthcare Technology

Elective: Fintech

SEM	Code.	Name of the Course
V	FT-01	Introduction to Fintech
VI	FT-02	Fintech in Industry Immersion
VII	FT-03	Fintech in Capital Market
VIII	FT-04	Financial Analytics and Blockchain in Fintech

XVII. Question Paper Patterns for University Examination:

*The pattern of **question paper** for the courses having University Examinations will be as follows:*

Title of the Course

Day: **Total Marks: 60**

Date: **Time: 03 Hours**

Instructions:

1. **Section I Question No 1 is Compulsory.**
2. **Attempt any THREE questions from Section II. Each question carries 08 Marks.**
3. **Question 6 from Section III is compulsory. It carries 10 marks and attempt any TWO questions from rest of the questions in Section III. Each question carries 08 Marks.**

SECTION – I			
		CO (CO number to be mentioned: Refer Syllabus)	**BL** (Bloom's Taxonomy Level to be mentioned viz. Create (1); Evaluate (2); Analyze (3); Apply (4); Understand(5); Remember(6)
Q 1. Includes **10 objective** type sub questions covering all units of course, each sub question carries **1** marks. **(Each questions should be mapped with the CO & BL)**	**(10 marks)**	**Each objective questions to be mapped with CO & BL**	
SECTION – II			
It should contain 4 questions covering the syllabus. ***Questions should be set uniformly from all the units.***		**CO** (CO number to be mentioned: Refer Syllabus)	**BL**
Question	**Marks**	**CO**	**BL**
Q.2 ……	**(8 marks)**		
Q.3 ……	**(8 marks)**		
Q.4 ……	**(8 marks)**		
Q.5 Write **Short Notes** on ANY TWO a. b. c.	**(8 marks)**		

SECTION – III			
Question No.6** or the **1st Question** of **Section III** is compulsory. This question should be based on case-study and would carry **10 marks**. After this there should be **03 questions each of 08 Marks. Students have to attempt any two out of three questions**. **All these questions in this section should be designed to evaluate the higher levels of Bloom's Taxonomy viz. Create, Evaluate, Analyze, Apply.		**CO**	**BL**
Q.6……..	**(10 marks)**		
Q.7……	**(08 marks)**		
Q.8……..	**(08 marks)**		
Q.9……..	**(08 marks)**		

Note:

1. Answer book for the **Section I** will be **separate** and student should **return** this answer book within **first 20 minutes of the exam duration.**
2. Answers to **Section II and III** should be written in the **SAME ANSWER BOOK**.
3. The question paper should be relevant to the set of course outcome.
4. Question Papers shall be prepared to incorporate varying **levels of difficulty** such as:
    i. Must know – Vital (60% weightage)
    ii. Should know – Essential (20% weightage)
    iii. Could know – Desirable (20% weightage)
5. The length of the question-reasonably feasible for an average student to answer within the stipulated time.

As Per AICTE –Module – New Course Structure BBA (H) CBCS -2022- 2023

Major Highlights

1. **Credit and Marks Structure**

   - ✓ I Year - 40 Credits (20 Credit + 20 Credit)
   - ✓ II Year - 40 Credits (20 Credit + 20 Credit)
   - ✓ III Year - 41 Credits (21 Credit + 20 Credit)
   - ✓ IV Year - 40 Credits (20 Credit + 20 Credit)
   - ✓ **Total =161 Credit**
   - ✓ Total Marks- 6000 (I to VIII (H) Sem)
   - ✓ Structure – UE+IE, IA, (Open) and MOOCS

2. **Offering New Specialization -**
   Introduce New Additional New Specialization & Develop Syllabus Structure = Five (5)

Family Business Management
Supply Chain and Logistics Management
Healthcare & Hospital Management
Healthcare Technonolgy
Fintech

3. **Develop New Open Subject Syllabus Content = Six (11)**
   - ✓ Constitution of India and Human Rights
   - ✓ Indian Ethos for Leadership Excellence
   - ✓ Universal Human Value
   - ✓ Psychology and Life skills
   - ✓ Physical Education and Yoga
   - ✓ Cyber Security
   - ✓ Media Literacy
   - ✓ Enhancing Personal and Professional skills
   - ✓ Hindustani Classical Music, Instrumental and Dance
   - ✓ Negotiation
   - ✓ Data Visualization Tools

4. **Introduction of MOOCS from Semester III Onwards - Compulsory (TWO)**

5. **Examination pattern - 100 Marks (60-UE + 40-IE)**
   - ✓ Examination HOURS 3 Hrs

6. **Total No of Subjects offering (8 Semester) = 102**

Programme Structure

AQAR Based Course structure – Course mapping and outcome base subjects

Sr.No.	Name of the Course	No. of Courses
1	Core Subjects	29
2	Electives Subjects (17 Elective * 4 Subjects =68 Subjects) each for semester V& VIII	68
3	Open Subjects	23
4	MOOCS	02
	TOTAL	**122**

Sr.No.	Name of the Course	No. of Course
1	Employability Skill	27
2	Entrepreneurship Development	26
3	Skill Development (Life Skill, Knowledge Skill, Personality Skill, Managerial Skill)	6

Sr.No.	Name of the Course	No. of Course
1	**Combination of Progrmme as per UGC AND AQAR (Core+ Elective + Open+ MOOCS) = 4 COMBINATION**	122
2	Core Course (Common Subject (Sem - I to VIII)	29
3	Generic Elective – Open Elective (Sem - I to VIII)	14
4	DSE - Discipline Specific Elective (17 Elective * 4)	68
5	Ability Enhancement Compulsory Course (Sem - I to VIII)	9
	Total Programmes	**120**

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year 2022 – 2023			
Semester	**Course Code**	**Course Title**	
I	**101**	**Principles of Management**	
Type of Course	**Credits**	**Evaluation**	**Marks**
DSC	**03**	**IE: UE**	**40:60**

Course Objectives:

- To understand basic concepts of management.
- To study ethical principles and standards.
- To understand the application of management principles
- To impart knowledge about assessment of available choices related to ethical principles and standards

Course Outcomes:

After completing the course the students shall be able to
CO1: Integrate management principles into management practices.
CO2: Assess managerial practices and choices relative to ethical principles and standards
CO3: Develop plans, implement, and control the deviations.
CO4: Decide the most effective plan of actions to deal with specific situation

Unit	Sub Unit	Sessions	CO Number	Teaching Methodology	Cognition Level	Evaluation Tools
1 Management & Evolution of Management Thought	The Definition of Management : Its nature and purpose Managerial functions at different organizational levels, Managing Science or art, the functions of Managers Evolution of Management thought – Management thought in antiquity, Fredrick,	9	CO1 CO2	Classroom Teaching + PPT Presentation + Case Studies	Understand	Case Studies , Assignments, Quiz

	Taylor and Scientific Mgt., Sources of Taylor and their contribution, Contribution of Fayol, the emergence of Human Relations school. **Management challenges of 21st century, factors reshaping and redesigning management purpose**					
2 Planning	The nature of planning – Types of plan, purpose or mission, objectives – a hierarchy of objectives, key Result Areas the process of setting objectives. The nature and purpose of strategies and policies. Steps in planning – Being aware of opportunities, developing premises, Decision making – Decision Making Process, Types	9	CO3	Classroom Teaching + PPT Presentation + Case Studies	Understand , remember	Case Studies , Assignments, Quiz

3 Organising	Formal and informal organization, Process of Organizing, Organization structure – Formal	9	C04	Classroom Teaching + PPT Presentation + Case Studies	Analyse	Case Studies , Assignments, Quiz
	Informal Organisation, Authority - delegation of functional authority, the nature of decentralization, the determinants of decentralization, difference between delegation and decentralization, Advantages of delegation.,					
4 Leading	Defining leadership, ingredients of leadership, Trait approach to leadership, Behavioral approach to leadership, and different styles of leadership	9	CO3	Classroom Teaching + PPT Presentation + Case Studies	Understand, Apply	Case Studies , Assignments, Quiz

5 Controlling	The basic control process - feed forward control and feedback control, requirements for effective controls – tailoring controls to individual managers and plan, ensuring flexibility of	9	CO3	Classroom Teaching + PPT Presentation + Case Studies	Understand, Apply	Case Studies , Assignments, Quiz
	controls, fitting the control system to the organization culture, control techniques - the Budget, traditional non – budgetary control devices					

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Heinz Weihrich &Harold Koontz	Principles and Practice of Management		McGraw-Hill
2	Prasad L.M	Principles and Practice of Management		Sultan Chand & Sons.
3	Stephen P Robbins, David A Decanzo	Fundamentals of Management,		Pearson Education
4	Kaul, Vijay Kumar	Principles and Practice of Management		Vikas Publishing House

Online Resources:

Online Resources No.	Web site address
1	www.managementstudyguide.com

MOOCs:

Resources	Web site address
1	https://www.mooc.org

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year2022 –2023			
Semester	Course Code	Course Title	
I	**102**	**Language - I**	
Prepared By		**Dr.Amarja Nargunde_IMRDA**	
Type of Course	Credits	Evaluation	Marks
AEC	**03**	**IE: UE**	**40:60**

Course Objectives:

- To enable the learners in actively participating in the discussions and debates
- To encourage the learners for giving impromptu speeches and prepared presentations
- To enable the learners to read, comprehend and summarize the articles
- To impart knowledge on the writing formats, writing skills and preparing power-point presentations

Course Outcomes:

After completing the course, the students shall be able to
CO1: Understand and read English better
CO2: Write accurately and speak fluently
CO3 Participate actively in discussions and debates
CO4: Give presentations

Unit	Sub Unit	Sessions	CO Number	Teaching Methodology	Cognition Level	Evaluation Tools
1 Grammar and Translation	Construction of sentences with there is, there are, it is etc. Usage of articles, tenses and prepositions etc. Translation of sentences, & passages from mother tongue to English General errors in Sentence Constructions Synonyms, Antonymous, use of	9	CO1, CO2	Lectures, Videos	Understand and Apply	Quizzes

	appropriate words Idioms & Phrases					
2 Reading, listening and Comprehension Skills	Reading short passages aloud and discussion Listening of conversations and answering questions Comprehension of Short Passages Comprehensions of texts, judgments and other passages of more general nature	9	CO2	Practical-Reading by Students	Understand and Evaluate	Class Exercises Evaluation
3 Speaking Skills	Introducing oneself Conversations between two student on a given topic/role play Impromptu speech on a given topics Debates and Logical reasoning	9	CO2, CO3	Practical-Role Play, speeches and debates	Create	Class Exercises Evaluation
4 Writing Skills	Writing correctly (Grammar, Punctuation) Paragraph Writing	9	CO2	Lecture and practical writing exercise	Create	Long Assignments

	Letters – Structure & Layout (Business & Official letters) Essay writing Resume writing					
5 Presentation techniques	Preparing PowerPoint presentations Preparing for class-room presentations Using AI for preparing better presentations to be added.	9	CO4	Lectures and students giving actual presentations	Create	PPT making and Presentation evaluation

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	B.M. Sheridan	Speaking and Writing in English	2017	The Readers Paradise
2	Ellen Kaye	Maximize Your Presentation Skills: How to Speak, Look, and Act on Your Way to the Top	2002	Currency
3	Thomson and Martinet	*A practical English Grammar*	1970	The English Language Book Society and Oxford University Press
4	Wren and Martin,	*English Grammar and Composition*	latest edition	S. Chand, Delhi
5	Mike Gould	*Cambridge Grammar and Writing Skills Learner's Book 8*	2019	Cambridge University Press

Online Resources:

Online Resources No.	Web site address
1	https://www.passporttoenglish.com
2	https://www.youtube.com/user/EnglishLessons4U
3	http://www.5minuteenglish.com/grammar.htm
4	https://learnenglish.britishcouncil.org/skills/writing/a1-writing
5	https://www.skillsyouneed.com/presentation-skills.html

MOOCs:

Resources.	Web site address
1	https://www.my-mooc.com/en/mooc/english-grammar-style-uqx-write101x-3/
2	https://www.my-mooc.com/en/mooc/business-english-making-presentations/
3	https://www.my-mooc.com/en/mooc/english-for-effective-business-speaking/
4	https://www.my-mooc.com/en/mooc/english-for-business-and-entrepreneurship/
5	https://www.my-mooc.com/en/mooc/english-doing-business-asia-writing-hkustx-eba102x-1/

Programme: BBA CBCS– Revised Syllabus w.e.f.- Year2022 –2023			
Semester	**Course Code**	**Course Title**	
I	**103**	**Micro Economics**	
Type of Course	**Credits**	**Evaluation**	**Marks**
DSC	**03**	**IE : UE**	**40:60**

Course Objectives:

- To impart knowledge of basic microeconomic concepts.
- To understand the importance of economic analysis in the formulation of business policies
- To instill economic reasoning for finding solutions to business problems

Course Outcomes:

At the successful completion of the course the learner will be able to

CO1: Understand basic microeconomic concepts.

CO2: Applyeconomic analysis in the formulation of business policies

CO3: Use economic reasoning for finding optimum solutions to identified business problems

Unit	Sub-Unit	Sessions	CO Number	Teaching Methodology	Cognition Level	Evaluation Tools
I Introduction to Micro Economics	Microeconomics- Meaning, Scope, Nature, Application and its Importance in Business Decision, Difference between Micro and Macro Economics, Difference between Business Economics and Micro-Economics, PPC curve, Basic economic problems; Market forces in solving problems; Tools for analysis	9	CO1	Lecture with PPTs, Quiz	Understand and apply Tools for analysis	Test, Quiz

	(Functional relationships, Schedules, Graphs, Equations)					
II Theory of Consumer Behaviour (Utility Analysis)	Concept of Utility, Cardinal & Ordinal Utility, Law Of Diminishing Marginal Utility, Theory of Consumer and Production Equilibrium, Indifference curve, Consumer and Production Surplus.	9	CO1, CO2	Lecture with PPTs, Quiz	Understand and apply Law of Demand and Law of Diminishing Marginal Utility	Test, Quiz, PPT
III Theory of Demand and Supply	Concept of demand ; Law of demand; Factors affecting demand; Exceptions to law of demand; Market demand ; Changes in demand ;Elasticity of demand (Price ,Income, Cross), Concept of Supply, Factors affecting supply, Law of supply, Exceptions of law of supply.	9	CO1, CO2	Lecture with PPTs, Quiz	Understand and apply Law of Demand and Law of Diminishing Marginal Utility	Test, Quiz, PPT

IV Theory of Cost &Revenue	Theory of Production – Production function, Law of Variable proportions, Law of Returns to Scale, Economies and diseconomies of scale, Theory of Cost Analysis-Types of Cost, Fixed and Variable, Opportunity Cost, Accounting and Economic Cost, Total Cost, Marginal Cost, Average Cost, Implicit & Explicit Cost, Real and Money Cost, Incremental Cost, Short run and Long run Cost, Concept of Revenue, Average Revenue, Total and Marginal Revenue.	10	CO2	Lecture with PPTs, Quiz	Understand and apply Law of supply and Law of Variable proportions	Test, Quiz, Case Study

V **Market Analysis**	Features of Markets, Pure, Perfect, Monopoly , Duopoly, Oligopoly, Monopolistic competition Equilibrium of firm and industry under perfect competition, Price determination under monopoly, Concept of Price discrimination and Product differentiation, Degrees of Price discrimination. Price and output determination under monopolistic competition	9	CO3	. Lecture with PPTs, Quiz	Competence in analyzing various Markets and Price determination process	Test , Quiz, ppt

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 National	D N Dwivedi	Micro economics-Theory and Practices	2016	Vikas Publishing
2 National	G S Gupta	Managerial Economics	2004	McGraw Hill
3 National	H L Ahuja	Managerial Economics	2017	S. Chand
4 International	D. Salvatore	Managerial Economics	2015	Oxford
5 International	A Koutsoyiannis	Micro Economics	1979	Mac Millan

Online Resources:

Online Resources No.	Web site address
1	www.rbi.org.in
2	www.economicshelp.org
3	www.federalreserve.gov
4	www.economist.com
5	www.bbc.com
6	International Journal of Economic policy in Emerging Economieshttps://www.inderscience.com/jhome.php?jcode=ijepee

MOOCs:

Resources No.	Web site address
1	Swayam –IIT https://swayam.gov.in/nd1_noc20_mg20/preview
2	Swayam –IIM https://swayam.gov.in/nd2_imb19_mg16/preview
3	EDX –IIM https://www.edx.org/course/introduction-to-managerial-economics-2
4	Coursera https://www.coursera.org/specializations/managerial-economics-business- analysis

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year2022 –2023			
Semester	**Course Code**	**Course Title**	
I	**104**	**Business Accounting**	
Type of Course	**Credits**	**Evaluation**	**Marks**
DSC	**03**	**IE: UE**	**40:60**

Course Objectives:

- To impart knowledge about fundamentals of Financial Accounting.
- To orient to the Accounting mechanics involved in preparation of Books of Accounts and Financial Statements of a sole proprietor
- To understand and apply methods and accounting of Depreciation
- To encourage the students to opt for Entrepreneurship as a career option in Accounting

Course Outcomes:

After successful completion of the course the learner will be able to

CO1: Learners will be able to demonstrate an understanding of the fundamentals of Financial Accounting and Accounting Principles

CO2: Demonstrate the ability to prepare Financial Statements of a sole proprietor

CO3: Identifyentrepreneurial opportunities and leverage the knowledge of Business Accounting in starting and managing a business enterprise

Unit	Sub Unit	Sessions	CO Number	Teaching Methodology	Cognition Level	Evaluation Tools
1 Introduction to Financial Accounting	Definition and Scope of Financial Accounting, Objectives of Financial Accounting Users of Financial Statements, Limitations of Financial Accounting Generally Accepted Accounting Principles (GAAP): Accounting Concepts,Accounting Conventions Accounting Standards - Meaning – objectives – Indian Accounting	8	CO1	Lecture with PPTs Quiz	Knowledge, Understand	Midterm exam , end term exam and CES

2 **Journal & Subsidiary Books**	Double Entry Book keeping system, Types of Accounts, Rules of Accounts Preparation of Journal, Simple and Combined Journals entries. Subsidiary Books: Purchase Book, Sales Book, Purchase Return Book, Sales Return Book, Cash Book	10	CO2	Lecture with PPTs Practical questions	Knowledge, Understand Apply	Midterm exam , end term exam and CES
3 **Ledger Posting and Trial Balance**	Meaning and Utilityof Ledger, Format of Ledger Account, Procedure of posting Journal entries to Ledger Accounts, Balancing of Ledger Account, Preparation of Trial Balance	9	CO 2	Lecture with PPTs Practical questions	Understand Apply	Midterm exam , end term exam and CES
4 **Depreciation**	Meaning of Depreciation Causes of Depreciation Methods of charging depreciation: Written Down Value & Straight Line Method, Accounting treatment of Depreciation.	9	CO3	Lecture with Ppts Quiz, Practical questions	Understand and Apply	Midterm exam , end term exam and CES

5 Preparation of Final Accounts	Meaning and Users of Final Accounts Preparation of Trading and Profit & Loss Account and Balance Sheet of sole proprietor	9	CO3 and CO4	Lecture with Ppts , Problem sheets and case study, Practical questions	Understand Analyze	Midterm exam , end term exam and CES

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher
1	Arulanandam M.A. and Raman K.S,	Advanced Accountancy		Himalaya Publishing House
2	Dr. P.C. Tulsian	Financial Accounting		S Chand & Co
3	Reddy, A	Fundamentals of Accounting.	2014	Himalaya Publishing House
4	Porter, G.A., & Norton, C.L.	Financial Accounting (IFRS update)	2013	Cengage Learning
5	Jawahar Lal & Seema Srivastava	Financial Accounting	2013	Himalaya Publishing House

Online Resources

Online Resources No.	Web site address
1	https://www.moneycontrol.com/
2	www.icai.org
3	https://www.ifrs.org/
4	https://icmai.in/icmai
5	https://www.rbi.org.in/

MOOCs:

Resources No.	Web site address
1	https://www.coursera.org/learn/wharton-accounting
2	https://www.classcentral.com/course/whartonaccounting-769
3	https://swayam.gov.in/nd2_cec19_cm04/preview
4	https://swayam.gov.in/nd1_noc19_mg36/preview
5	https://www.coursera.org/learn/accounting-for-managers

Programme: BBA CBCS–Revised Syllabus w.e.f.- Year2022–2023			
Semester	**Course Code**	**Course Title**	
I	**105**	**Foundation of Mathematics**	
Type of Course	**Credits**	**Evaluation**	**Marks**
DSC	**03**	**IE: UE**	**40:60**

Course Objectives:

- To develop knowledge of key theories, concepts in Mathematics.
- To enhance ability to problem solving
- Tobuildabilitytoapplymathematicalconceptforbusinessapplications.

Course Outcomes:

After successful completion of the course the learner will be able to

CO1: The applications of commercial arithmetic in business.

CO2: The applications of profit, loss, discount, commission, brokerage to solve business problems.

CO3: The calculations of simple interest, compound interest.

CO4: The applications of matrices and determinants in business.

Units	Topic	Session Hours	CO No	Teaching Methodology	Cognition	Evaluation Tools
1.	**Commercial Arithmetic:** Ratio: Definition, meaning. Working examples Proportion: Definition, Types of proportion, Working examples Percentage: Meaning, Working examples, Partnership: Meaning, Working examples	5	CO 1 CO 2	Lecture with PPT, White board	Understand	Quiz, Assignment Questions, Class Test
2.	**Business Mathematics:** Profit: Meaning, Working	11	CO 1 CO 2	Lecture with PPT, White	Understand Apply	Quiz, Assignment

	examples Loss: Meaning, Working examples Discount: Meaning, Types of Discount, Working examples Commission: Meaning, Types of Commission agents, Working examples, Brokerage: Meaning, Working examples Payroll: Meaning, Working examples		CO 3	board	Analyze	Questions, Class Test
3.	**Financial Mathematics:** Simple Interest: Meaning, Working examples Compound Interest: Meaning, Working examples on Interest Compounded Continuously, Compound Amount at changing rate	12	CO 1 CO 2	Lecture with PPT, White board	Understand Apply	Quiz, Assignment Questions, Class Test
4.	**Matrices and Determinants &Simultaneous Linear equations:** Matrix: Definition of a Matrix, Matrix operations, Working examples Determinants::Definitio n, Properties of determinants. Applications in Business Problem, Solution of Simultaneous equations, Working examples	11	CO 3 CO4	Lecture with PPT, White board	Analyze Analysis & Evaluation	Quiz, Assignment Questions, Class Test
5.	**Time Value of Money and Simple Annuity:** Introduction of Annuity, Types of Annuity, Amount and Present Value of Immediate (NPV),Annuity, Annuity Due,	6	CO 1 CO 2 CO3 CO 4	Lecture with PPT, White board	Understand Apply Analyze Evaluate	Quiz, Assignment Questions, Class Test

Reference Books:

Sr. No.	Name of the Author	Title of the Book	YearEdition	Publisher
1	Dr. Amarnath Dikshit & Dr. Jitendrakumar Jain	Business Mathematics		Himalaya Publishing House
2	Nirmala M, Gurunath Rao Vaidyaand Nirmala Joseph (2021);	Business Mathematics		Jayvee International Publications, Bangalore.
3	Dr. Sancheti &Kapoor	Business Mathematics and Statistics,		Sultan Chand
4	Agrawal	Business Mathematics		Himalaya Publishing House
5	Azharuddin	Business Mathematics		Vikas Publishers

Online Resources:

Online Resources No.	Website address
1	https://en.wikipedia.org/wiki/Business_mathematics
2	https://www.universiteitleiden.nl/.../mathematics/mathematics-and-science-based-business
3	https://www.tru.ca/distance/courses/math1091.html

MOOCs:

Resources No.	Website address
1	www:/Alison
2	www/SWAYAM
	www/NPTEL

Programme: BBA CBCS– Revised Syllabus w.e.f.- Year2022 –2023			
Semester	**Course Code**	**Course Title**	
I	**106**	**Fundamentals of Information Technology**	
Type of Course	**Credits**	**Evaluation**	**Marks**
DSC	**03**	**IA**	**100**

Course Objectives:

- To impart the IT skills and Knowledge required for managers.
- To help the students develop the use of Tools like Microsoft Word, Microsoft Excel and Power point
- To orient the students about the E-Commerce technology and its applications in Business world.
- To help the students understand various Information Systems implemented in organizations
- To acquaint the students with various current trends and concepts of computer Technology.
- To recognize and describes functions of basic computer hardware components.
- To explain the role of technology in today's business environment
- To familiarize the emerging trends in computer field

Course Outcomes:

After successful completion of the course the learner will be able to

CO1: Gain the basic knowledge of Computer Technology

CO2: Know the basics of computer technology and Networking

CO3: Practically use the tools like Microsoft Word, Microsoft Excel and Power point

CO4: Understand the E-commerce technology and its applications

CO5: Understand the implementation of Information Systems in organizations

CO6: Get familiarity with new terms and trends of computer technology

Unit	Sub Unit	Sessions	CO Number	Teaching Methodology	Cognition Level	Evaluation Tools
1 **Introduction**	Introduction, Definition, Evolution and generation of computers,	9	CO1	Lecture with PPT	Understand	As per the Discretion of the subject

to Computers	characteristics, Generations of computers, Classification of computers, IT applications for society (in Various Fields Like Education, Heathcare , Business and Commerce, Banking and Finance, Government Services (E-Governance),Communication and Media, Transportation and Logistics, Entertainment and Gaming, Manufacturing and Industry); Advantages of computers. Block diagram of Computer, Number System.					teacher
2 Hardware and software (computer Organization)	Hardware: Primary Vs Secondary, Storage, Data storage & retrieval methods. Primary Storage: RAM ROM,PROM, EPROM, EEPROM. Secondary	10	CO2	Lecture with PPT		As per the Discretion of the subject teacher

	Storage: Magnetic Tapes, Magnetic Disks. Cartridge tape, hard disks, Floppy disks Optical Disks, Compact Disks, Zip Drive, Flash Drives. **Software and its needs,** Types of S/W. System **Software**: Operating System,Utility Programs Programming.					

	Language: Machine Language, Assembly Language, High Level Language their advantages & disadvantages. **Operating System:** Functions, Measuring System Performance, Assemblers, Compilers and Interpreters. Batch Processing, Multiprogramming, Multi-Tasking, Multiprocessing, Time Sharing, DOS, Windows, Unix/Linux.					

3 **Data Communication**	Communication Process, Data Transmission speed, Communication Types (modes), Data Transmission Medias, Modem and its working, characteristic s, Types of Networks, LAN Topologies, Protocols,	8	CO2, CO3	Lecture with PPT	Understand	As per the Discretion of the subject teacher
4 **Introduction to E-commerce**	Brief history of e-commerce, definitions of e-commerce, technical components and their functions, e-commerce versus traditional business, requirements of e- commerce. Advantages and disadvantages of e-commerce, Value chain in e-commerce, current status of e-commerce in India. Types of business models (B2B, B2C, C2B,C2C) with examples		CO4, CO5	Lecture with PPT		As per the Discretion of the subject teacher
Unit 5: MS-(Microsoft) Office	MS-Word, MS-Excel, MS-PowerPoint		CO6	Lecture with PPT, Practical	Apply	As per the Discretion of the subject teacher

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Publisher
1	Ramesh Bahel	Information Technology for Managers	Tata Macgraw Hill
2	Pradeep K. Sinha	Computer Fundamentals	BPB Publications
3	A. K. Saini, Pradeep Kumar	Computer Application in Management	Anmol Publications
4	Henry C. Lucas	Information Technology for Management	McGraw-Hill/Irwin , 2009
5	David T. Bourgeois	Information Systems for Business and Beyond	Saylor Foundation , 2014
6	C.S.V. Murthy	E-Commerce	Himalaya Publishing House

Online Resources:

Online Resources No.	Website address
1	https://www.webopedia.com/
2	http://intronetworks.cs.luc.edu/current/ComputerNetworks.pdf

MOOCs:

Resources No.	Website address
1	https://www.coursera.org/browse/information-technology
2	https://www.udemy.com
3	https://alison.com

Programme: BBA CBCS– Revised Syllabus w.e.f.- Year2022 –2023			
Semester	**Course Code**	**Course Title**	
I	**107**	**Community Work - I**	
Type of Course	**Credits**	**Evaluation**	**Marks**
VBC	**1**	**IA**	**100**

Course Objectives:

- To understand the role of Government in Education, Slums, Environmental awareness, etc.
- To make students aware about various NGOs working towards Education, Slums, Environmental awareness, etc.
- To create a sense of empathy, sensitivity towards unprivileged elements of the society.
- To create an urge in the students in contributing towards community development.
- To encourage students to adopt practices contributing to less carbon footprints.
- To have holistic development of students through societal inclusion feeling
- To create a responsible citizen who thinks of societal development along with their own development and betterment.

Course Outcomes:

After completing the course the students shall be able to

CO1: Understand the role of Government in Education, Slums, Environmental awareness, etc.

CO2: Increase awareness about various NGOs working towards Education, Slums, Environmental awareness, etc.
CO3: Create a sense of empathy, sensitivity towards unprivileged elements of the society.
CO4: Contribute meaningfully towards community development
CO5: Adopt practices that are contributing to less carbon footprints.
CO6: Develop holistically and become a responsible citizen of the country.

Unit	Sub Unit	Sessions	CO No.	Teaching Methodology		Evaluation Tools
1 **Community work through Education**	History, meaning, Goals, values, functions and process of community work, role of youth in community work. Professional and voluntary community work. Attitudes, roles and skills	4	CO 1	As per the Discretion of the Subject Teacher	Remember	

	of a community worker					
2 **Community Work for Slums**	Social concerns in India: poverty, unemployment, population, problems faced by women - dowry, domestic violence, etc. Social problems - terrorism, corruption, caste conflict, drug abuse, AIDS, etc., and NGOs working for the same.	4	CO 2, CO 3	As per the Discretion of the Subject Teacher	Understand	As per the Discretio n of the Subject Teache r
3 **Community Work for Environment**	Role of Govt. and NGOs which are working to save the environment, Initiatives like Clean your city drive, Cycle day, Awareness of Dryand wet waste classification, Tree Plantation Drive, Environment awareness activities etc.	4	CO 3, CO 4	As per the Discretion of the Subject Teacher	Apply	As per the Discretio n of the Subject Teache r
4 **COMMUNITY HOURS**	Participate in community service trips/events organizedat institute, state leveletc , Volunteer at events like fundraising activities, fairs, festivals, slums, non-profit organization etc, Submit a report on a	3	CO 5, CO 6	As per the Discretion of the Subject Teacher	Evalaute	

	particular type of Community Work Through Entrepreneurs hip Development (CWTED) activity.					

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher
1	Rhonda Phillips, Rtreboniooti P	An Introduction to Community Development	2014	
2	Manohar S. Pawar	Community Development in Asia and The Pacific	200	

Online Resources:

Online Resources No.	Website address
1	https://community-wealth.org/sites/clone.community-wealth.org/files/downloads/tool-enterprise-directory.pdf
2	https://www.ahaprocess.com/solutions/community/events-resources/free-resources/

Programme: BBA CBCS – Revised Syllabus w.e.f – 2022-2023			
Semester	**Course Code**	**Course Title**	
I	**107**	**Role of NGO in Rural Development**	
Name of Faculty			
Type	**Credits**	**Evaluation**	**Marks**
VBC	**1**	**IA**	**100**

Course Objectives: (CO)

- To explain the students about the concept of voluntary action, need and role of NGO's in rural development and its importance.
- To identify the relation between corporate sector and rural development and also explain different case studies.
- To examine the role of different funding agencies to promote NGO's to attain rural development in different fields.

Course Outcomes:

The student will be able to understand –

CO1: The students will understand the distinction between voluntary organizations and NGOs and also role of NGOs in Rural Development.

CO2: The students will understand the approaches and different kinds of companies' participation under CSR to develop rural sector.

CO3: The students will have a clear idea about different kinds of funding agencies for NGO's nationally and internationally.

Unit	Contents	Sessions (Hrs.)	CO No.	Teaching Methodology	Cognition Level	Evaluation Tools
1	**Concept of Voluntary Action**: Non-Governmental Organizations: Meaning, Definition, Different types of NGO's– NGOs and Development Functionaries – Distinction between Voluntary Organizations and Non Governmental Organizations – Role of NGOs in Rural Development - Interface between NGOs and GOs: Role Transformation of NGOs and Withdrawals strategies.	03	CO 1, CO 2,	Lecture, PPT,Case study,	Understand and Apply	Short Answers, quiz
	Funds – Income Tax Exemptions – Winding up of NGOs; NGO Registration under Foreign Contribution Regulation Act (FCRA) – Guidelines and Procedure.					

2	**Corporate Sector and Rural Development:** Corporate Social Responsibility: Meaning, Definition, Concept of Corporate Social Responsibility (CSR), Approaches to CSR ,Potential business benefits ,CSR: Initiatives and Examples- Anand Corporate Service Ltd, APTECH Ltd, ICICI Bank Ltd, Infosys technologies Ltd, Mahindra & Mahindra and Larsen & Toubro (L&T) Ltd. Role of Corporate Social Responsibility sector in Rural Development, Criticism on CSR.	04	CO 1, CO 2, CO 3	Lecture, problem solution, Case Study	Understand, Apply, Analyze,	Short Answers, Quiz
3	**Funding Agencies for NGOs - Problems and Prospects:** Council for Advancement of Peoples Action and Rural Technology (CAPART) – International Donor Agencies: Department For International Development (DFID) –Bread for the World (BFW) –Humanist Organization for Social Change (HIVOS) – United Nations Development Programme (UNDP), Role of NGOs in Women Empowerment and Disabilities Sector-Problems and Prospects of NGOs.	04	CO 2, CO 3	Lecture, PPT, Case Study	Understand, Apply, create	Short Answers, quiz
4	**Strategic Planning among NGOs – Need and Significance:** Individual Behavior, Personality, Functions and Conflict, Sources of Frustration – Coping Devices of Individual Behavior, Repression, Rationalization, Sublimation and Goal substitution; Role Concepts – Social Institutions,	04	CO 1, CO 2, CO 3	Lecture, PPT, Case Study	Understand, Apply	
	Personal of Institutions, The Nature of Role, Social Rules, Components of roles, Role Satisfaction.					

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	John Farrington	Non- governmental organization and the State in Asia: Rethinking roles in sustainable agricultural Development.	2014	Taylor and Francis
2	Mark A Robinson	Evaluating the impact of NGOs in Rural poverty alleviation: Indian country study, overseas Development Institute, London	1991	Overseas Development Institute, Regent's College
Online Resources	**Website address**			
1	-https://www.mapsofindia.com/my-india/india/ngos-and-rural-development-in-india			
2	- https://www.ssrn.com/abstract=2178989			
3	- http://imrda.bharatividyapeeth.edu/media/pdf/page_no_114_to_220.pdf			

Programme: BBA CBCS–Revised Syllabus w.e.f.-Year 2022–2023			
Semester	**Course Code**	**Course Title**	
I	**108**	**Indian Ethos for Leadership Excellence**	
Type	**Credits**	**Evaluation**	**Marks**
VBC	**1**	**IA**	**100**

Course Objectives:

- To impart knowledge on the ethical values that helps in creating excellent business leaders.
- To study the ethical ways of managing the business through the learnings from Bhagwat Geeta and great ruler like Shri Chhatrapti Shivaji Maharaj
- To study resource management techniques

Course Outcomes:

After successful completion of the course the learner will be able to
CO1: Provide ethical and excellent leadership to an organization
CO2: Manage the business activities by following the ethical ways of doing business.
CO3: Manage and allocate resources in an optimum manner

Unit	Sub Unit	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Unit -1: Introduction, Definition of Ethics, Leadership; Definition and Types, Moral Behaviour, Characteristics of Moral Standards, Concept of Business Ethics, Role of Ethics in Business, Theory of Voluntary Mediation, Participatory Ethics, Duty Ethics in the Business Environment, Theories of Virtue.	4	CO 1	Lecture with Ppts Quiz Suggested Case Study: Drug Trafficking, Lobby Diplomacy	Understand	Quiz End Term Internals: Short Answers
2	Moral	3	CO 1	Lecture with	Apply(Analy	Case Study ,

	Responsibility: Introduction, Balanced Concept of Freedom, Individual Responsibility, Implications Related to Modern Issues, Public Accountability and Entrepreneurial Responsibility, Moral Corporate Excellence.			Ppts, Case Study: Discussion on Cases Related to Unethical Practices in Industry (e.g.: Nirav Modi, Vijay Mallaya etc.)., Psychometric Tools	se)	Newspaper Article End Term: Applied Questions
3	Business Ethics and Individual Interest: Corporate Responsibility, Indian Ethos in Management & Human Behaviour: Role and Significance of Ethos, and Culture, Concept of Unity in Diversity, Unity in Management Practices, Sources of Indian Ethos in Management : Concept of Vasudeva Kutumbakam, Human Behaviour: Indian Thoughts, Guna	4	CO 3	Lecture with PPTs, Case Study/ Discussion on Characters of Ramayana, Mahabharata, Chhatrapati Shivaji Maharaj, Learnings and Quotes from Bhagwad Geeta, TATA Group.	Analyse	Case Study with Presentations, End Term Exams: Case based Questions/Applied Questions

	Theory, Sanskara Theory.					
4	Karma Theory & Personal and Managerial Effectiveness in Indian Thoughts: Karma Theory, Nishkama Karma Yoga and Professionalism, Personal and Managerial Effectiveness in Indian Thoughts: Management of Self: Management of Body, Emotional Intelligence, Soft Skills. Case Study: Jet Airways, Sanskara Values Vs. Skills: Supremacy of Values over Skills, Role Vs. Self. Workplace Spirituality.	4	CO1	Lectures with PPTs, Group Activity Discussions on Teachings from Bhagwad Geeta., Case Study: Mahatma Gandhi	Evaluate	Group Activity, End Term Exam: Short case and situation based questions

Reference Books

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Gita Press	Srimad Bhagwad Gita	1 January 2015	Geeta Press Gorakhpur
2	HBR	Tata Group Harvard Case Solution & Analysis		HBR

Online Resources

Online Resources No.	Website address
1	https://totallyhistory.com/world-history/

MOOCs:

Resources No.	Website address
1	https://www.mooc.org
2	Swayam
3	Ethical Leadership In A Changing World https://www.my-mooc.com/en/mooc/ethical-leadership-in-a-changing-world/

Programme: BBA CBCS–Revised Syllabus w.e.f.-Year 2022–2023			
Semester	**Course Code**	**Course Title**	
II	**201**	**Business Environment**	
Type	**Credits**	**Evaluation**	**Marks**
DSC	**03**	**IE:UE**	**40:60**

Course Objectives:

- To understand basic concepts of Business Environment.
- To enable students to understand business and society.
- To enable students to discuss the contemporary issues in business.
- To enable students to examine and evaluate business in International Environment.

Course Outcomes:

CO1: Students would be acquainted with business objectives, dynamics of business and environment, various types of business environment and its analysis.
CO2: Students would describe and discuss Corporate Social Responsibility, Corporate Governance and Social Audit.
CO3: Students would be acquainted with various strategies of Global Trade. They would also discuss Foreign Trade in India, Foreign Direct Investments and its implications on Indian Industries.

Unit	Contents	Sessions (Hrs)	COs No.	Teaching Methodology	Cognition Level	Evaluation Tools
1.	**Introduction to Business Environment:** Business Environment – Concept – Significance – Factors - Internal and external environment, micro environment, macro environment. - Types of environment. – Environmental influence on Business.	7	CO 1	Lecture with PPTs, Case Study, Group Activity and Quiz	Understand	Case Study, Quiz End Term Internals: Short Answers
2	**Economic and Political Environment:** Economic Environment:	8	CO 2	Lecture with PPTs, Case Study and Quiz	Analyze	Case Study, Newspaper Article End Term: Applied

	Nature of economy, structure of the economy, economic policies, economic conditions. Political Environment: Economic roles of the government, government and legal environment, economic roles of government of India.					Questions
3	**Technological and Social Environment:** Technological Environment: Concept and significance of technological environment, regulation of foreign investment and collaboration. Social Environment: Business and society, business and culture, language, culture and organizational behaviour, other social/cultural factors, social responsibility of business	10	CO 2	Lecture with PPTs, Case Study and Quiz	Evaluate	Case Study with Presentations End Term Exams: Case based Questions/Applied Questions
4	**Financial and Legal Environment:** Financial	10	CO 3	Lecture with PPTs, Case Study Group Activity	Apply (Create)	Group Activity End Term Exam: Short case and situation based

	Environment - Financial System – Commercial banks - Financial Institutions – RBI- Stock Exchange. Legal Environment of Business – Implementations on business – Corporate Governance.			Video Cases		questions
5	**Global Environment:** Global Trends in Business and Management - MNCs - Importance, Advantages and Weakness of MNCs - Foreign Capital and Collaboration - Trends in Indian Industry. Overview of WTO, FDI– Objective, evolution, functions of WTO. Meaning, functions, Need for FDI in developing countries, Factors influencing FDI, FDI operations in India.	10	CO 3	Lecture With PPTs Video Cases	Evaluate	Group Activity, Case Presentation Activity End Term: Theory Applied

	Overview of : Foreign trade policy, export promotion, EXIM policy, Balance of Payment (BOP)					

Reference Books

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Francis Cherunilam	Business Environment	2010	Himalaya Publishing House
2	K. Aswathappa	Essential of Business Environment	2017	Himalaya Publishing House
3	Sherlekar S.A.	Modern Business Organization and Management	2016	Himalaya Publishing House
4	A.C. Fernando	Business Environment	2011	Pearson Education India
5	Prof.M.B.Shukla	Business environment text and cases	2012	Taxmann's
6	Veena Keshav Pailwar	Business Environment	2014	PHI Learning Pvt. Ltd.

Online Resources

Online Resources No.	Website address
1	www.managementstudyguide.com
2	https://www.youtube.com/watch?v=vfNGr5gCbdw
3	https://www.youtube.com/watch?v=2YFf6hiTcXE
4	https://www.youtube.com/watch?v=xCff_WC6se4

MOOCs:

Resources No.	Website address
1	www.mooc.org
2	Swayam

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year 2022 –2023			
Semester	**Course Code**	**Course Title**	
II	**202**	**Business Communication**	
Prepared By		**Dr. Shraddha Vernekar_IMED**	
Type of Course	**Credits**	**Evaluation**	**Marks**
AEC	**3**	**IE:UE**	**40:60**

Course Objectives:

- To provide an Outline of effective organization communication
- To introduce the learner to the objectives of business communication
- To develop the students to acquire necessary skills of Business Etiquettes for handling day to-day managerial responsibilities and evaluate the facilitators of business Communication.
- To develop important skills such as critical thinking, problem-solving, and essentials of communication skills in any organization setting.
- To recognize the significance of identifying the target audience and the communication's objective, and choose the best communication channels.

Course Outcomes:

After completing the course the students shall be able to

CO1: Student should be able to understand the basic concepts of communication and transform their communication abilities.

CO2: The students should be able to demonstrate effective business writing techniques.

CO3: The student should be able to pick the right organizational formats and channels to employ when creating and delivering business messages.

CO4: The student should be able to grasp both verbal - nonverbal signs and create visually appealing content.

CO5: Deliver an effective oral business presentation.

Unit	Sub Unit	Sessions	CO Number	Teaching Methodology	Cognition Level	Evaluation Tools
1 Introduction to Business Communication	Introduction, Essentials of Business Communication, Role of Communication in Organizational Effectiveness, Basic Forms of Communication, Process of Communication, Barriers to Effective Communication	9	CO1	Demonstrate through role play the importance of communication	Understand	As per the discretion of the subject teacher

	andways to overcome them. Principles of Effective Business Communication- 7C 's, Organizational Communication, Flow of Communication in Organization, Guidelines for Effective Communication					
2 Verbal & Nonverbal Communication in Organization	Verbal and Non verbal Communication, Importance of Non verbal Communication, Advantages of Verbal Communication, Perspectives in Communication: Introduction, Visual Perception, Language, Other factors affecting our perspective - Past Experiences, Prejudices, Feelings, Environment	9	CO2	Classroom activities to demonstrate body language and its interpretation	Remember	As per the discretion of the subject teacher
3 Business Correspondence	General Principles of Writing, Meeting - Agenda, Notice, Minutes,	9	CO3	Understanding Letters- Formal vs Informal,	Apply	As per the discretion of the

	Office Memorandum, Office Orders, Press Release, Business Letter Writing -Need, functions & kinds, layout of letter writing, Types of letter writing, Writing Resume, Job Application letter, Report writing, Types of Business Reports, Format of Business Reports, ' 'E-mail Etiquette'			Correct usage of vocabulary in a sentence		subject teacher
4 Speaking Skills	Spoken skills, Dealing with Fears, Presentation skills, Oral presentation, Techniquesfor effective presentations, Individual and group presentation, Qualities of Skillful Presenter, Debates, Speeches, Interview, Group Discussion, Para language, Exercise for oral Communicatio n, Use of Phonetics in Business Communicatio n	9	CO4	Classroom activities like GD, Debate and Speech to evaluate the pace of speech, pronunciatio n, Voice modulation and tone of speech	Rememb er	As per the discretio n of the subject teacher
5 Reading Skills & Listening Skills	Listening: Importance of Listening,	9	CO5	Understandi ng tone and intention in Spoken	Understa nd	As per the discretio n of the

	Types of Listening, Barriers to Listening and overcoming them, listening situations, Developing Listening Skills, Active Listening, Becoming an Active Listener, Listening in Difficult Situations. Reading Skills for effective business communicati on, Types of reading, Techniques of Reading, Exercises to improve Reading Skills			language - through group activities.		subject teacher

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Publisher
01	N Gupta & K Jain	Business Communication	Sahitya Bhawan Publication
02	V. K. Jain & O Biyani	Business Communication	S Chand
03	Urmila Rai and S. M Rai	Effective Communication	Himalaya Publishing House
04	Shirley Taylor	Communication for Business	Pearson Education, New Delhi

05	Rajendra Pal and J. S. Korlhalli	Essentials of Business Communication	Sultan Chand& Sons
06	Scott Mclean	Business Communication for success	Flat World Knowledge

Online Resources:

Online Resource No.	Website address
1	http://www.notesdesk.com/notes/business-communications/business- communication-andits-types/ MOOCs: https://swayam.gov.in/ https://alison.com/: https://eDx.com/:

MOOCs:

Resource No.	Website address
1	https://swayam.gov.in/
2	https://alison.com/
3	https://www.edx.org/course/business-communications-ubcx-bus2x https://Coursera.com/
4	https://www.coursera.org/courses?languages=en&query=business%20communication

Programme: BBA CBCS–Revised Syllabus w.e.f.-Year 2022–2023			
Semester	**Course Code**	**Course Title**	
II	**203**	**Macro Economics**	
Type	**Credits**	**Evaluation**	**Marks**
DSC	**03**	**IE:UE**	**40:60**

Course Objectives:

- To Study the behavior and working of the economy as a whole
- To Study relationships among broad aggregates
- To apply economic reasoning to problems of business and public policy

Course Outcomes:

CO1: Remember management concepts, theories, models and key business terms.
CO2: Understand management principles and practices in the organizational context, to achieve organizational goals.
CO3: Apply optimum solutions to problems in the field of Business Management.
CO4: Use sustainable and ethical business practices in the Contemporary business scenario.
CO5: Analyze the need for and engage in lifelong learning in the field of business management.
CO6: Evaluate entrepreneurial opportunities and leverage the knowledge in starting and managing a business enterprise.

Unit	Sub units	Sessions	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1 Basic Concept of Macro Economics	Definition, Nature and Scope, Importance and Limitations of Macroeconomics, Macro economic variables.	7	CO1	Lecture with Ppts, Discussion Quiz	Understand	Quiz, Discussion, Internal Evaluation
2 National Income Accounting:	Circular Flow of Income (Four Sector Model), Measurement of National Income, Stock and flow,	8	CO1	Lecture with Ppts Case Study Analyzing macro-economic indicators	Apply (Analyse)	Case Study, numerical questions, internal evaluation

	Gross Domestic Product (GDP), Gross National Product (GNP), Net Domestic Product (NDP), Net National Product (NNP), Personal Income and Personal Disposable Income, Indian Budget: Preparation of Budget. National Income Accounting in India					
3 Theory of Income and Employment	Classical Theory of Income and Employment, Say's Law of Market, Keynesian Theory of Income and Employment, Components of Aggregate Demand and Aggregate Supply, Investment Multiplier.	10	CO2 and CO3	Lecture with PPTs Diagrams and theories	Understand and Analyse	Numerical questions, end term exams
4 Money:	Money: Functions of Money, Quantity Theory of Money, Determinati	10	CO1	Lectures with PPTs Discussion on related articles	understand	End Term Exam: Short case and situation based questions

	on of money supply and demand					and Evaluation of Questions.
	Business Cycle: Nature, Characteristics and Phases of Business Cycle, Inflation and Deflation: Meaning, Causes and Control					
5 Macro-Economic Policies:	Monetary Policy – Objectives and Instruments, Fiscal Policy - Objectives and Instruments, Industrial Policies of India, India's Foreign Trade Policy, Foreign Direct Investment, Regulating Bodies, Finance Commissions NITI Ayog, Roles and Responsibilities.	10	CO1CO2	Lecture And reading of related articles	understand	End Term exam: Theory Applied and case study

Reference Books

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1.National	Ahuja H. L.	Macro Economy: Theory and Policies	2006	S Chand and Co, New Delhi
2. National	D. N. Dwivedi	Macro Economy	2006	Tata McGraw Hill, New Delhi
3.National	Samuelson	Economics	2007	Tata McGraw Hill, New Delhi
4.International	DornbuschRudiger	Macro Economics	2004	Tata McGraw Hill, New Delhi
5.International	Eugene Diulio	Macro Economics	1998	Tata McGraw Hill, New Delhi
6. International	Alex M. Thomas	Macroeconomics An Introduction	2021	Cambridge University Press

Online Resources

Online Resources No.	Website address
1	https://www.investopedia.com/terms/m/macroeconomics.asp

MOOCs:

Resources No.	Website address
1	https://www.mooc.org
2	https://swayam.gov.in/

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year 2022 –2023			
Semester	**Course Code**	**Course Title**	
II	**204**	**Cost Accounting**	
Type	**Credits**	**Evaluation**	**Marks**
DSC	3	**IE:UE**	40:60

Course Objectives:

- To impart knowledge about basic cost concepts and elements of cost.
- To orient about preparation of Cost Sheet
- To provide basic knowledge of budgetary Control and preparation of Flexible and Cash Budget
- To facilitate usage of Marginal Costing for Decision Making
- To orient students about importance of standard costing and calculation of Variances and their analysis.
- To encourage the students to opt for Entrepreneurship as a career option in Cost and Management Accounting

Course Outcomes:

After completing the course the students shall be able to

CO1: Learners will able to demonstrate an understanding of the fundamentals of Cost Accounting Principles

CO2: Preparation of Cost Sheet and ascertainment of cost

CO3: Application of Technique of Budgetary Control and Standard Costing

CO4: Using Marginal Costing for decision making

CO5: Identify entrepreneurial opportunities and leverage the knowledge of Cost and Management Accounting in starting and managing a business enterprise

Unit	Sub Unit	Sessions	CO No	Teaching Methodology	Cognition Level	Evaluation Tools
1. Introduction to Cost Accounting	Nature, Scope and Objectives of Cost Accounting Distinction between Financial Accounting and Cost Accounting Basic concepts of Cost Accounting: Cost Centre, Cost Unit etc. Role of a Cost accountant in an	9	CO1	Lectures, PPT	Understand	As per the discretion of the Subject Teacher

	organization					
2. Elements of Cost and Cost Sheet	Elements of Cost Classification of Costs. Preparation of Cost Sheet, Introduction and Numericals on Job, Batch and Process Costing	10	CO2	Lectures, PPT	Apply	As per the discretion of the Subject Teacher
3. Budgetary Control	Meaning and objectives of Budget, Definition, Meaning and objectives of Budgetary control, Advantages and disadvantages of Budgetary Control, Types of Budget, Preparation of flexible budget and cash budget.	8	CO3, CO5	Lectures, PPT	Remember	As per the discretion of the Subject Teacher
4 Marginal Costing	Definition and Meaning of Marginal Cost and Marginal Costing, Importance and Limitations of Marginal Costing, Contribution, P/V Ratio, Break Event Point, Margin of Safety, Cost Volume Profit Analysis	8	CO4, CO5	Lectures, PPT	Analyse	As per the discretion of the Subject Teacher

5. Standard Costing	Definition and Meaning of Standard Costing, Advantages and Limitations of Standard Costing, Variance Analysis – Material and labour Variances Reasons of Material and Labour Variances	10	CO3 , CO5	Lectures, PPT	Analyse	As per the discretion of the Subject Teacher

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	S. N. Maheshwari	Fundamentals of Cost Accounting	2009	Sultan Chand & Sons
2	V. Rajasekaran	Cost Accounting	2010	Pearson Education India
3	P. Periasamy	Financial Cost And Management Accounting	2014	Himalaya Publishing House
4	M.N. Arora	Cost And Management Accounting	2021	Vikas Publishing House
5	Mitchell Franklin, Patty Graybeal, Dixon Cooper	Principles of Accounting	2019	12th Media Services
6	Mike Piper	Accounting Made Simple	2017	Create Space Independent Publishing Platform

Online Resources

Online Resources No.	Web site address
1	https://icmai.in/icmai/
2	https://www.edx.org/learn/cost-accounting
3	https://www.classcentral.com/course/swayam-cost-accounting-13968

MOOCs:

Resources No.	Web site address
1	https://onlinecourses.nptel.ac.in/noc20_mg53/preview : Cost Accounting
2	https://www.coursera.org/courses?query=cost%20accounting : Cost Accounting
3	https://www.udemy.com/topic/cost-accounting/ : Cost Accounting

Programme: BBA CBCS–Revised Syllabus w.e.f.-Year 2022–2023			
Semester	**Course Code**	**Course Title**	
II	**205**	**Business Statistics**	
Prepared by		**Dr. Indurani_IMR**	
Type	**Credits**	**Evaluation**	**Marks**
DSC	**3**	**IE:UE**	**40:60**

Course Objectives:

- To familiarize the students with the basic statistical tools and their application in business decision-making.
- To develop the quantitative skills of the students so as to make them skilled at understanding data, comparing two or more datasets and predicting business data etc.
- To make the learner familiar with the processes needed to develop, report, and analyze business data.

Courses Outcomes:

After completing the course the students shall be able to
CO1: Students will be able to solve problems in Statistics using appropriate concepts
CO2: Students will be able to effectively apply the statistical tools for business applications

Unit	Sub Unit	Sessions	CO No	Teaching Methodology	Cognition Level	Evaluation Tools
Unit-I	**Measures of Central Tendency :** Arithmetic mean, median, Mode, Examples on Individual data, Ungrouped data, and Grouped data. Examples on missing frequency	8	CO1	Business Statistics :S.P Gupta	Understanding, Reasoning and Problem Solving, Research skills	CLASS TEST
Unit-II	**Measures of Dispersion:** Range, quartile deviation, mean deviation,	7	CO2	Business Statistics :S.P Gupta	Calculates the measures of dispersion using Statistical formulae Performs to	PPT

	standard deviation, variance. Examples on Individual data, Ungrouped data, and Grouped data					
Unit-III	**Correlation Analysis:** Meaning of correlation, Types of correlation, Methods of studying correlation, scatter diagram, Karl Pearson's coefficient of Correlation, Rank Correlation	10	CO1,CO2	Business Statistics :S.P Gupta		PPT
Unit-IV	**Regression Analysis:** Meaning and applications, Lines of regression, regression coefficients, Business applications, Distinction between Correlation and regression, working examples	10	CO1,CO2	Business Statistics :S.P Gupta	Understands the regression concepts Organizes or relates the relevant information Chooses the right strategy to solve the problem Interpret the results of answers to solve the Problems	EXCEL
Unit-V	**Probability:** Basic Concepts in probability, definition of probability, random experiment,	10	CO1, CO2	Business Statistics : S.P Gupta	Understands the Probability concept Chooses the right probability concept to	CARD, DICE

	sample space, independent events, mutually exclusive events, conditional probability, Baye's Theorem. Examples on throwing die, tossing coin, playing cards				solve the problem	

Reference Books:

Sr. No.	Name of the Author	Title of the Book	YearEditi	Publisher Company
1	S.P.Gupta	Business Statistics	2016	Himalaya Publishing House
2	Robert S. Witte, John S. Witte	Statistics	2014	John Wiley & Sons
3	B.L.Agarwal	Basic Statistics	2013	New Age International Ltd.
4	B.V.Gnedenko, A.YaKinchin, W.R.Stahi	An elementary Introduction to the theory of Probability	2014	Martino Fine Books
5	Boris V.Gnedenko	Theory of Probability	2020	CRC Press
6	S.C.Gupta	Fundamentals of Statistics	2018	Himalaya Publishing House

Online Resources

Online Resources No	Website address
1	http://www.yourarticlelibrary.com
2	https://en.wikipedia.org
3	https://managementhelp.org
4	https://www.cleverism.com
5	https://commercemates.com

MOOCs:

Resources No	Websiteaddress
1	www.swayam.gov.in
2	www.udemy.com
3	www.coursera.org

Programme: BBA 2022- Revised Syllabus w.e.f. - Year 2022 – 23			
Semester	**CourseCode**	**CourseTitle**	
II	**206**	**Business Ethics**	
Type	**Credits**	**Evaluation**	**Marks**
DSC	**3**	**IA**	**100**

Course Objectives:

- To examine the ethical dimensions of business activities.
- To study ethical principles and standards.
- To understand the applications of ethical and corporate Governance principles
- To impart knowledge about "what rules guide firms" related to ethical principles and standards.

Course Outcomes:

At the successful completion of the course the learner will be able to

CO1: Expose students to the individual reasoning processes of others when resolving ethical dilemmas.

CO2: Examine the consequences of unethical and ethical business decisions.

CO3: Relate the issues of an ethical controversy in business to moral philosophy, corporate culture, and social responsibility.

CO4: Interpret ethical rules as related to business situations.

Unit No	Unit Details	Sessions (Hrs)	COs No.	Teaching Methodology	Cognition Level	Evaluation Tools
1 Introduction to Business Ethics	Definition, Meaning, nature of ethics, meaning of moral values and ethics, types of ethics, importance of ethics, business ethics – meaning and nature, importance of ethics in business, functional ethics, types of ethics according to functions of business –	5	CO 1	Lecture with Ppts Quiz	Understand	Quiz End Term Internals: Short Answers

	marketing ethics, foreign trade ethics and ethics relating to copyright.					
2 Application of Ethical theories in business	Ethical decision making: concept, process and models. Theories - utilitarianism, Deontology, virtue ethics (Aristotle), importance and relevance of Trusteeship Principle in modern Business, ethical issues in Finance, ethics in advertising.	5	CO 2	Lecture with Ppts Case Study Psychometric Tools	Apply (Analyse)	Case Study , Newspaper Article End Term: Applied Questions
3 Introduction to corporate governance	Definition and conceptual framework of corporate Governance, business Ethics – an important dimension to corporate Governance, Fair and unfair Practices. Corporate Governance System, Indian Model of Governance, Obligation towards society and stakeholders. Emphasis on Corporate	5	CO 3	Lecture with PPTs Case Study	Understand Analyze	Case Study with Presentations End Term Exams: Case based Questions/Applied Questions

	Governance (Transparency , Accountability and Empowerment)					
4 Genesis and implementation of corporate Governance in India	Introduction principles – Good Governance in Ancient India, Protection of Interest of customers and Investors, Historical Perspective of corporate Governance and Issues in Corporate Governance. Values: meaning, types and Value system in Business. Implementation of Corporate Governance: Role of board of Directors and board structure, SEBI Growth of Corporate Governance, Role of Government, Corporate Governance and CSR,	5	CO 4	Lectures with PPTs Group Activity Video Cases	Evaluate Analyze	Group Activity End Term Exam: Short case and situation based questions
5 Global Scenario	Business Ethics in Global Economy	5	CO 4	Lecture Case Activity	Analyze	Case Presentation Activity End Term: Theory

	Ethics in context of Global Economy, ethics, and Business Developme nt, Role of Business Ethics in Building a civilized society, corporate governance and issues Related to scams. Corruption: Meaning, causes and effects. Frauds and scams in Banks, insurance companies, Financial Institutions, Measures to overcome fraud and corruption, Zero Tolerance of Corruption.					Applied

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year of Edition	Publisher
01	Fraedrich,& Ferrell	Business ethics: Ethical Decision Making & cases	2015	Cengage Learning
02	Robert Almeder	Business ethics	2001	Corporate values and society-James Humber
03	Robert E . Federick	Companion to Business Ethics	2017	Blackwell publisherslimited, UK
04	J.P.Mahajan	Management : theory and practice	2011	Ane books Pvt.Ltd. Daryaganj, Delhi
05	Ananda Das Gupta	Business Ethics: Text and and cases from the Indian Perspective	2013	Springer
06	K.Viyyanna Rao, G.Naga Raju	Business Ethics and Corporate Governance	2017	I.K. International Publishing House Pvt. Limited

Online Resources:

Online Resource No.	Website address
1	https://www.ethicssage.com/ethics-resources.html
2	https://maag.guides.ysu.edu/businessethics/web
3	https://www.researchgate.net/publication/226607374businessethicsresources on the internet

MOOCs:

Resource No.	Website address
1	www.udemy.com
2	https://www.coursera.org
3	my-mooc.com

Programme: BBA CBCS–Revised Syllabusw.e.f.-Year2022–2023			
Semeste r	**Course Code**	**Course Title**	
II	**208**	**Data Analysis Tools for Business**	
Type	**Credits**	**Evaluation**	**Marks**
SEC	**1**	**IA**	**100**

Course Objectives:

- To understand basic concepts of data analysis.
- To study statistics for data analytics
- To understand different distribution and its types
- To impart knowledge about use of excel for data analytics.

Course Outcomes:

At the successful completion of the course the learner will be able to
CO1: Integrate data analysis into business.
CO2: Assess use of statistics for data analytics
CO3: Develop plans, implement and control data analysis with excel

Unit	Contents	Sessions (Hrs.)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1.	**Introduction to Data Analysis:** Introduction, Importance of data Analytics, types of data analyticsdescriptive, diagnostics, predictive, prescriptive, benefits of data analytics to decision making Types of data : Qualitative and Quantitative, Continuous and Discrete, Types of Variables : numerical,	7	CO 1, CO 2	Lecture with Practical & Quiz	Understand and apply data analysis	Qualitative, Quantitative questions, Practical exam, Term end Exam

	categorical, nominal, ordinal, Independent & dependent variables, Active and attribute variables, Continuous, discrete and categorical variables, Extraneous variables and Demographic variables					
2.	**Introduction to Excel :** Entering Data, deleting data - cells, rows, columns. Basic and custom Sorting, filtering, grouping, ungrouping data, dealing with subtotals and grand totals. Validating data, protecting cells. Pivot Tables. Important Formulas in Excel, Understanding Logical Functions Commonly used functions: Sum, Max, Min, Average, Count, Today, Now, Datedif, Countif, Count A, Count	8	CO 2, CO 3	Lecture with practical questions based on Cases Study	Preparation for applying different formulas in Excel, Understand and apply different functions and charts.	Qualitative, Quantitative questions, Practical exam, Term end Exam

	Blank, Round, Roundup, Round Down, ABS, Sign, Ceiling, Floor, Trim,					

	Value, Clean, sqrt, if, sumif Creating charts: Create and modify graphs / charts like Column, Line, Pie, Bar, Area, Scatter,3D etc.					

REFERENCE BOOKS

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	R N Prasad, Seema Acharya	Fundamentals of Business Analytics		Wiley
2	Conrad G. Carlberg; Business	Analysis with Microsoft Excel and Power BI	5th edition	Pearson Education
3	Gert Laursen, Jesper Thorlund	Business Analytics for Managers	2010	Wiley
4	U. Dinesh Kumar	Business Analytics The Science of Data-driven Decision Making	2017	Wiley
5	Bhimasankaram Pochiraju, Sridhar Seshadri	Essentials of Business Analytics	2019	Springer
6	GerKoole	An Introduction to Business Analytics	2019	MG Books Amsterdam

Online Resources

Online Resources	Website address
1	W3schools
2	geeksforgeeks.com
3	www..bharatskills .gov.in

MOOCS

MOOCS	Website address
1	Excel tutorials

2	Udemy.com
3	Microsoft.com
4	Alison
5	Coursea
6	https://www.mooc.org/

Programme: BBA CBCS – Revised Syllabus w.e.f – 2022-2023			
Semester	**Course Code**	**Course Title**	
II	**208**	**Accounting Software**	
Type	**Credits**	**Evaluation**	**Marks**
SEC	**01**	**IA**	**100**

Course Objectives: (CO)

- To introduce basic accounting using Tally to create company, enter accounting voucher entries including advance voucher entries, do reconciliation of bank statement, do accrual adjustments, and also print financial statements, etc. in Tally.
- To learn modern accounting software's, banking and auditing software

Learning Outcomes:

At the successful completion of the course the learner will be able to:
CO1: Use Tally to for recording accounting data, statement, billing and ratio analysis.
CO2: Use Tally for Inventory management.
CO3: Decide the most effective software of actions to deal with specific purpose

Unit	Contents	Sessions (Hrs.)	CO No.	Teaching Methodology	Cognition Level	Evaluation Tools
1 **Accounting in Tally**	Introduction to Accountancy – Introduction to Tally fundamentals – Maintenance of company Data – Concept of Ledger – Configuration of chart of Accounts – Maintaining Stock Details - How to make entries in Cash book – Purchase book – Sales book – Invoice – Purchase return book – Sales return book – Petty cash book – Configuration in tally- Trial Balance- GST	07	CO1	Lecture with Ppts, working on software, Demonstrate and assign lab tasks	Understand, apply and demonstrate	Midterm exam , end term exam and CES

2 **ERP**	Introduction to different ERP applications like Tally9ERP, QuickBooks, Fresh Books, Profit Books Accounting Desktop and Online. Audit management software, Front Accounting (FA) - a free and open source accounting software, Banking ERP Software, Oracle NetSuite ERP: accounting software	08	CO2	Lecture with Ppts, working on software applying Accounting in in different ERP desktop and online applications	Understand, apply and demonstrate	Midterm exam , end term exam and CES

Reference Books

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1National	Tally Education Pvt. Ltd	Tally Essential	2021	By official Tally
2 International	David Otley and Kenneth Merchant Clive Emmanuel	Readings in accounting for management control	1992	Springer
3– International	James T. Mackey (Author), Michael F. Thomas (Author)	Management Accounting: A Road of Discovery Hardcover	1999	South Western Pubisher

Online Resources

Online Resources	Website address
1	https://www.coursera.org/learn/accounting-and-reporting-fundamentals
2	https://www.goskills.com/Excel/Resources/Excel-skills-for-accountants
3	https://learnmech.com/fundamentals-of-tally-erp-9-tutorial-pdf-free-download/

MOOCS

MOOCS	Website address
1	https://swayam.gov.in
2	https://www.edx.org
3	https://www.mooc.org

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year2022 – 2023			
Semester	**Course Code**	**Course Title**	
II	**208**	**Content Writing**	
Type of Course	**Credits**	**Evaluation**	**Marks**
SEC	**01**	**IA**	**100**

Course Objectives:

- To understand basic concepts of content writing.
- To study do's and don'ts of content writing
- To understand processes and principles of content writing
- To impart knowledge about ethics in writing

Course Outcomes:

At the successful completion of the course the learner will be able to
CO1: Understand basics of content writing.
CO2: Develop basic skills of content writing
CO3: To understand processes and principles of content writing
CO4: Students should be able to write good content

Unit	Sub Unit	Sessions	CO No.	Teaching Methodology	Cognition Level	Evaluation Tools
I Basics of Content writing	What is content writing, Importance of Content writing Print and Web Content Writing Scope and Challenges in contentwriting Principles and processes of contentwriting Understanding audience incontent writing	7	CO1, CO2	Lectures, Videos	Understand and Apply	Quizzes
II Types of content writing	The process of Content Writing getting the brief, ideating, researching, structuring, formatting	8	CO3 CO4	Practical-Reading by Students	Understand and Evaluate	Class Exercises Evaluation

	Editing and Proof-Reading— following company style sheet, grammar, copy flow, restructuring, market research Writing Styles - Non-fiction (Essays, Reports), Advertising, Newspapers Writing blogs, case studies, andwhite papers Corporate Communications -- Writing for business to business(B2B), business to consumer (B2C), press releases, newsletters – focus on language, jargon, writing style, target audience, formal and informal language					

Reference Books:

Sr. No.	Name of theAuthor	Title of the Book	Year of Edition	Publisher
01	Kounal Gupta	The Only CONTENT WRITING HANDBOOK You'll Ever Need	2020	Henry Harvin Education
02	Joseph Robinson	Content Writing Step-By- Step: Learn How To Write Content That Converts AndBecome A Successful Entertainer Of Online Audiences	2020	Independently Published
03	Aan Handley	Everybody Writes	2014	Wiley

04	William Zinsser	The Content Code: Six essential strategies to ignite your content, your marketing, and your business	2020	Harper Perennial
05	Prafull Sharma	The One-Page Content Marketing Blueprint	2019	Axeman Publishing
06	Alfred Merton	Everybody Writes	2021	Zen Mastery Srl

Online Resources:

Online Resource No.	Websiteaddress
1	https://www.mindler.com/blog/how-to-become-a-content-writer-in- india/
2	https://www.clearvoice.com/blog/10-types-content-writers-use/

MOOCs:

Resource No.	Website address
1	https://www.mooc.org

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year 2022 –2023			
Semester	**CourseCode**	**Course Title**	
III	**301**	**Marketing Management**	
Type	**Credits**	**Evaluation**	**Marks**
DSC	**3**	**IE: UE**	**40:60**

Course Objectives:

- To understand the core concepts of Marketing and approaches to Marketing.
- To differentiate the Marketing and Selling processes.
- To study the Marketing Environment and understand its influence on Marketing Decisions.
- To study the concept of Segmentation, Targeting and Positioning.
- To understand the Marketing Mix Elements and their utility in marketing.
- To impart knowledge on Marketing Planning.
- To study the concept of Marketing Research and Marketing Information System

Course Outcomes:

After completing the course successfully, the learner will be able to

CO1: Demonstrate an understanding of core concepts of marketing and the approaches to marketing efforts.
CO2: Understand the dynamic nature of the marketing environment and its influence on the formulation of marketing strategies.
CO3: Identify the market segments, formulate targeting strategies and product positioning in the market.
CO4: Make sound marketing mix decisions.
CO5: Understand the Marketing Planning process. CO6:
Develop a marketing research plan

Unit	Sub Unit	Competency	Competency Indicators	Sessions
Unit I Basics of Marketing	Definition and meaning of Marketing. Core concepts of Marketing - Need, Want, Demand, Value, Exchange, Customer satisfaction & Customer delight, Difference between Marketing and Selling. Approaches to	Application of the Marketing concepts	• Capable of analysing marketing environment and making timely decisions • Ability to implement the concepts in marketing efforts	9

	Marketing - Product or commodity approach, Functional approach in terms of production, selling, marketing, Societal marketing approach, Institutional approach. Marketing environment - Micro and Macro marketing environment.			
Unit II Segmentation , Targeting and Positioning	**Segmentation, Targeting and Positioning**: Meaning, need and importance, bases for consumer market segmentation and industrial market segmentation. Evaluation of identified segments and selection of target market. **Targeting strategies**: Levels of market segmentation: segment marketing, niche marketing, local marketing and individual marketing. **Positioning and Differentiation**: meaning, concept, product, service, people and image differentiation, ways to position the product.	Decision Making	• Able to identify and select new market segments as target markets • Able to position the product in the market and thereby create a distinct image of the product	9

Unit III Marketing Mix (Product & Price)	**Marketing Mix:** Concept. Seven Ps of marketing mix. **Product** – meaning, levels of product, product mix- product line – decisions: line stretching, filling, pruning. Product life cycle (PLC) – Concept, stages in PLC. **Price** – meaning, objectives of pricing, pricing approaches- cost based, competition based, and market based. Pricing strategies- skimming pricing, penetrative pricing, psychological or odd pricing, perceived value pricing, loss leader pricing etc.	Decision Making	• Capable of determining marketing mix of an organization • Able to make timely marketing mix decisions— Product & Pricing Decision	9

Unit IV Marketing Mix (Place & Promotion)	**Place**- Importance of distribution in marketing of products or services, Types of intermediaries, levels of channels, factors considered for the selection and motivation of dealers and retailers. **Promotion**- Elements of promotion mix: advertising- 5 Ms. of Advertising, sales promotion, personal selling, public relations, publicity, direct marketing and event marketing and sponsorship	Decision Making	Able to make timely marketing mix decisions —Place & Promotion Decision	9
Unit V Marketing Research & Marketing Planning	**Marketing Research**: **Basic concepts** – Research design, Sampling design, Sources of data- Primary and secondary, data collection Need and Importance of Marketing Research. Marketing Research Process. Types of Marketing Research. Marketing Information System- an Overview **Marketing Planning:** Marketing Planning Process, contents of a marketing plan.	Application of the Marketing Research concepts Demonstrate Proficiency in Marketing Planning Process	Able to define the purpose of the research study Capable of developing a marketing research plan Understand and apply Planning Process	9

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Dr. Rajan Saxena	Marketing Management	2019, Sixth edition	McGraw Hill Publications
2	V.S. Ramaswami and S.Namakumari	Marketing Management-IndianContext *Global Perspective	2017, fifth edition	McGrawHill Publications
3	Philip Kotler, Garry Armstrong, PrafullaAgnihotri	Principles of Marketing	2020, Eighteenth edition	Pearson Education
4	Philip Kotler, KavinLane Keller	Marketing Management	2018, seventeenth edition	Pearson Education India

Online Resources:

Online Resources No.	Website address
1	https://managementhelp.org
2	https://bookboon.com/en/marketing-and-law-ebooks

MOOCs:

Resources No.	Website address
1	https://swayam.gov.in/nd1_noc19_mg48/preview

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year 2022 – 2023			
Semester	**CourseCode**	**Course Title**	
III	**302**	**Organizational Behavior**	
Prepared By		**Vrushali Kadam_YMIM**	
Type of Course	**Credits**	**Evaluation**	**Marks**
DSC	**03**	**IE:UE**	**40:60**

Course Objectives:

- To expose the students to the fundamentals of Organizational Behaviour (OB) - such as workingwith people, nature of organizations, communication, leadership
- To help students in understanding of the role of OB in business organization.
- To enable the students to put the ideas and skills of OB into practice.

Course Outcomes:

At the successful completion of the course the learner will be able to

CO1: To understand the importance of organizational behavior in managerial functions.

CO2: To demonstrate the foundations of Individual Behaviour and various factors influencing individualbehaviour viz. learning, personality, perception, attitude and motivation.

CO3: To understand how employees behave in organizations and help to correct their individualbehaviour and group behaviour.

CO4: To influence people to get the work done through proper communication and control andmotivate and lead employees towards organizational goals.

Unit	Contents	Sessions (Hrs)	COs No.	Teaching Methodology	Cognition Level	Evaluation Tools
1.	Definition, Why to study OB, Evolution of the Concept of OB, Contributions to OB by major behavioral science disciplines, Challenges and Opportunities for OB Managers, Models of OB study	9	CO1	Lecture with PPT's	Understand	End Term Internals: Short Answers

2	Attitude – Definition, Components of Attitude, Major Job Attitude, Job Satisfaction. Personality – Definition, Personality Determinants, MBTI, Big – Five Model, Values – Meaning, Formation, Types of Values, Perception - Definition, Perceptual Process, Factors influencing perception,	9	CO2	Lecture with PPT's + Case Study + Class exercises	Understand + Analyse	End Term: Applied Questions, Case Study
3	Motivation - Concept of Motivation, Definition, Theories of Motivation - Maslow's Need Theory, ERG Theory, Theory X and Theory Y, Two Factor Theory, McClelland's Theory, Equity Theory, Vroom's Expectancy Theory. Leadership - Concept of Leadership, Difference between Leader and Manager, Leadership Styles, Theories	9	CO2	Lecture with PPT's + Case Study	Understand + Apply	End Term: Applied Questions, Case Study, Quiz

	of Leadership – Ohio State and Michigan Studies, Blake and Mouton Theory, Traits of Good Leader					
4	Groups – Meaning, Why do people join Groups, Types of Groups, Stages of Group Development. Teams – Meaning, Groups vs Teams, Creating effective teams. Conflict – Concept, Conflict Process, Strategies for Resolving Conflicts Communication – Meaning, Barriers to effective communication	9	CO3 & CO4	Lecture with PPT's + Case Study + Individual/Group Assignments	Understand + Evaluate	End Term Exams: Case Based Questions, Group Activity, Presentations
5	Culture - Definition, Need and importance of Cross Cultural Management Stress – Meaning, Causes of Stress and its Management.	9	CO4	Lecture with PPT's + Case Study + Students Presentation	Evaluate + Apply	End Term Exams: Case Based Questions/ Applied Questions, Presentations, Class Acitivity

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year of Edition	Publisher
1	Kavita Singh	Organizational Behaviour: Text and Cases	3rd Edition	Vikas Publishing House Pvt. Ltd.
2	K. Aswathappa	Organisational Behaviour	12th Revised Edition	Himalaya Publishing House Pvt. Ltd.
3	Robbins, Timothy Judge,Seema Sanghi	Organizational Behaviour	12th Edition	Prentice Hall
4	Fred Luthans	Organizational Behaviour	11th Edition	Tata McGraw Hill

Online Resources:

Online Resource No.	Websiteaddress
1	https://legalpaathshala.com/category/organizational-behaviour/

MOOCs:

Resource No.	Website address
1	https://onlinecourses.nptel.ac.in/noc20_mg51/preview
2	https://www.coursera.org/learn/organisational-behaviour-know-your-people
3	https://www.classcentral.com/course/swayam-organisation-behaviour

Programme: BBA CBCS–Revised Syllabus w.e.f.-Year 2022–2023			
Semester	**Course Code**	**Course Title**	
III	**303**	**Production & Inventory Management**	
Prepared By		**Sanjay Jadhav_IMK**	
Type Of Course	**Credit**	**Evaluation**	**Marks**
DSC	**03**	**IE:UE**	**40:60**

Course Objective:

- To understand fundamentals of production and inventory management.
- To develop understanding of the strategic importance of production and operationmanagement.
- To understand various inventory control systems
- To learn EOQ concepts.
- To appoint students with the concepts like SCM, JIT, Quality Assurance and ISOcertification, etc.

Course Outcomes:

At the successful completion of course, the learner will be able to

CO1: Understand various concepts of the production & inventory management.
CO2: Analyze the important of production and inventory management.
CO3: And compare various issues particular to manufacturing industry.
CO4: Develop numerical ability to solve examples on EOQ
CO5: Describe the advantages of maintenance management, SCM, JIT, QA & ISOCertification.

Unit	Sub units	Sessions	COs Number	Teaching Methodology	Cognition level	Evaluation Tools
I	**Introductionto Production & Inventory Management** Nature, scope, importance & production & functionsof production at inventory management. Production & operations, services, production systems Classification of production system	9	CO1	As per the discretion of the Subject Teacher	Knowledge	As per the discretion of the Subject Teacher

II	**Production Planning &Control** Objectives, Coordination of PPC with other departments Job sequencing, assembly line balancing	9	CO2	As per the discretion of the Subject Teacher	Application	As per the discretion of the Subject Teacher
III	**Plant Location & Plant Layout:** Meaning, objectives ofplant location Factors affecting on plant location and plantlayout Objectives, types of theplant layout	9	CO3	As per the discretion of the Subject Teacher	Application	As per the discretion of the Subject Teacher
IV	**Inventory Management:** Concept, importance, classification of inventory systems EOQ model, with numerical examples Basic concept of material requirement planning	9	CO4	As per the discretion of the Subject Teacher	Application and Analysis	As per the discretion of the Subject Teacher
V	**Emerging Trends in Production & Inventory Management:** Supply chain management, JIT (Just In Time) Enterprise resource planning Total quality management, quality circles in service operations	9	CO5,CO6	As per the discretion of the Subject Teacher	Synthesis	As per the discretion of the Subject Teacher

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1.	L. C. Zhamb	Production & Operations Management	2009	Everest Publishing House
2.	Anurag Singh Parihar	Inventory Management Planning – Production Planning and Control	2021	Notion PublisherHouse
3.	Chunnawala & Patel	Production & Operations Management	2004	Tata McGraw
4.	Raj Wadhwa	Production Management & Inventory Control	2012	Kanishka Publish House
5.	Narasimhan & Seetharama L.	Production Planning & Inventory Control	1996	PHI Learning Pvt. Ltd.

Online Resources:

Online Resources No.	Website Address
1 **2** **3**	• http://www.yourarticlelibrary.com • https://en.wikipedia.org • https://managementhelp.org

MOOCS

MOOCS	Website Address
1 **2**	• www.swayam.gov.in • www.coursera.org

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year2022 –2023			
Semester	**Course Code**	**Course Title**	
III	**304**	**Human Resource Management**	
Type of Course	**Credits**	**Evaluation**	**Marks**
DSC	**03**	**IE:UE**	**40:60**

Course Objectives:

- To explain the Functions of HRM and Quality of a good Human Resource Managers
- To explain the process of HRP, Recruitment and Selection.
- To discuss the concept of training and development.
- To illustrate the components of CTC and incentive plans.
- To develop the knowledge of Managing Conflicts & motivation.

Course Outcomes:

CO1: Able to apply Human resource Management functions for effective management oforganization.
CO2: Ability to understand and apply various manpower forecasting techniques.
CO3: Enrich the techniques of recruitment, selection and interview and ability to conduct therecruitment process.
CO4: Develop the knowledge of training & development and able to appraise theperformance of the employees.
CO5: Understand the components of CTC.
CO6: Ability to resolve the conflicts in the Organization.

Unit No.	Sub unit	Competencies	Competency indicators	Sessions
Unit: I Human Resource Management	Evolution of HRM, Definition, Nature, Scope, Objectives and Functions of HRM, Organization and functions of HR Department. Quality of a good Human Resource Managers, Overview of HRIS, strategic role, analytics and workforce diversity	Demonstrate Proficiency in functions and Development of qualities	Understand the basic functioning of HR department	9
Unit II Human Resource Planning	Importance and benefits of HRP, Steps in Human resource planning process, Factors affecting HRP, Jobanalysis, job description and job specification, Job Analysis – importance and methods.	Demonstrate Proficiency in HR Planning Process.	Understand and apply HR Planning Processand Job analysis	9

Unit III Recruitment and Selection	Meaning, Sources of Recruitment, Recruitment Process, Outsourcing, - Selection Process - Test Types - Interview Types, Career Planning - Process - Career Development - Placement and Induction.	Competence in applying different recruitment sources & selection process.	Understand the various sources of recruitment & types of Interviews.	9
Unit IV Training & Development/ Performance Appraisal	Training – need for training, benefits of training, Methods of training, Career development paths and induction. Performance Appraisal – meaning, definition, objectives, methods and limitations of performance appraisal	Develop ability in using various training methods & appraisal objectives.	Preparation for applying training methods.	9
Unit V Compensation & Benefit Management	Compensation & Benefit Management – components of CTC, Understanding Stock Options, Fringe benefits and its importance, incentives and types, enhance compensation framing with equity and benchmarking	Develop ability in Managing CTC & incentives.	Awareness of Basics of compensation	9

Reference Books :

Sr. No.	Name of the Author	Title of the Book	Year of Edition	Publisher
01	Aswathappa	HUMAN RESOURCE MANGEMENT	2010	Tata McGraw Hill, NewDelhi
02	Snell, Bohlander & Vohra	HUMAN RESOURCES MANAGEMENT	2010	Cengage, NewDelhi
03	Pravin Durai	HUMAN RESOURCE MANGEMENT	2010	Pearson,New Delhi
04	Alan Price	HUMAN RESOURCE MANAGEMENT	2007	Cengage Learning, New Delhi
05	Garry Dessler & Varkkey	HUMAN RESOURCE MANAGEMENT	2009	Pearson, New Delhi

Online Resources:

Online Resource No.	Website address
1	https://www.coursera.org/specializations/human-resource-management
2	https://www.humanresourcesedu.org/what-is-human-resources
3	https://fiuonline.fiu.edu/.../online.../master-of-science-in-human-resources-management
4	https://www.slideshare.net/Farrah1978/job-analysis-job-design-job-specification

MOOCs:

Resource No.	Website address
1	https://www.class-central.com › Coursera.
2	https://www.coursera.org/specializations/human-resource-management
3	https://www.my-mooc.com/.../mooc/managing-human-resources-hospitality-hkpolyux
4	https://www.classcentral.com/course/managing-human-resources-5462
5	https://swayam.gov.in/nd1_noc20_mg15/preview

Programme: BBA CBCS–Revised Syllabus w.e.f.- Year2022–2023			
Semester	**Course Code**	**Course Title**	
III	**305**	**Agri-Business Management**	
Prepared By		**Dr.Pratap Desai_IMRDA**	
Type of Course	**Credits**	**Evaluation**	**Marks**
AEC	**02**	**IA**	**100**

Course Objectives:

- To understand basic concepts of Agri Business management.
- To understand essential standards of agri-business management.
- To expose learners about micro and macro environmental forces and their impact on agri-business.
- To impart knowledge about Agri Business Industry.

Course Out comes:

At the successful completion of the course the learner will be able to

CO1: Integrate management principles into Agri Business practices.

CO2: Enhance learners awareness about the Agri-input supply Industries in India

CO3: Support the understandings about agro-processing industries in India

Unit No.	Subunit	Competencies	Competency indicators	Sessions
I Introduction to Agri-business	Nature and scope of Agri-business, Importance of Agri-business Management, Difference between farm and non-farm sectors, Demand for agri products and it's determining factors	Demonstrate competence in fundamentals of Agri Business	Understand nature and importance of Agri Business	6
II Agricultural Economics	Role of agriculture in Indian economy; problems and policy changes relating to farm supplies, farm production, agro processing, agricultural marketing, agricultural finance etc. in the country	Capability in analyzing and applying concept of Agricultural Economics	Competence in analyzing various Economic Factors and Determinants of Agricultural Economics.	6
III Agriculture and its Structure	Green Revolution – concepts, importance and its effects, Crop Pattern of India, Factors Influencing Agriculture –Areas of Crop Specialization - Regional Analysis, Impact of Climate	Develop ability in understanding Agriculture Patterns and its Structures	Understand and apply Agricultural Structure to develop Value Chain	6

	Change on Agricultural , Value chain in agriculture.			
IV Globalization and Agriculture	Globalization and Changing Structure of Agro Products, Agricultural Product Competitiveness Export Orientation	Develop understanding of global prospective in Agri Business Management	Abilities to prepare structure and policies in changing global scenario	6
V New trends in Agribusiness	Contract farming & Precision Farming, Types and Scope of Contract & Precision farming, New Methods of Cultivation-Cooperative Farming, Organic Farming, Genetically Modified Food, Farmer Producers' Organizations (FPO)	Understanding new practices and trends in Agribusiness	Capacity to demonstrate and apply the new techniques of Agri Business	6

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year of Edition	Publisher
01	Francis Cherunilam.	Business Environment.	2003	Himalaya Publ.
02	Shete, N. B.	Financing Agri-Business.	2000	Himalaya Publ.
03	Dr Shoji Lal Bairwa and Dr Ch and ra Sen and Dr L K Meena and Dr Meera Kumari	Agribusiness Management Theory And Practices	2019	Write And Print Publications
04	Smita Diwase	Agi-Business Management	2017	Everest Publishing House

Online Resources:

Online Resource No.	Website address
1	www.managementstudyguide.com

MOOCs:

Resource No.	Website address
1	https://www.mooc.org

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year2022 –2023			
Semester	**Course Code**	**Course Title**	
III	**306**	**Goods and Service Tax Compliances**	
Type of Course	**Credits**	**Evaluation**	**Marks**
SEC	**02**	**IA**	**100**

Course Objectives:

- To understand fundamental principles of GST law
- To know GST payment procedure
- To develop ability of filing GST returns

Course Outcomes:

At the successful completion of the course the learner will be able to

CO1: Know fundamental principles of GST law
CO2: Apply GST payment procedure
CO3: Apply procedure of filing GST returns

Unit	Sub Unit	Session	CO Number	Teaching Methodology	Cognition Level	Evaluation Tools
1 Introduction and Fundament al Principles of GST Law	Overview of GST in India , Constitutional mandate and Legislative Framework, Implementation of GST, Supply of GST, Taxable supply, Place of the Supply, Time of the Supply of Goods and Services and Valuation	10	CO1	Classroom Teaching + PPT Presentation + Case Studies	Understand and apply GST Principles	Demonstrate competence in fundamentals of GST
2 Valuation and Payment in GST	Transaction values, Valuation rules, Time of GST Payments, GST Payment procedure, Challan Generation,	10	CO2	Classroom Teaching + PPT Presentation + Case Studies	Apply GST Payment procedure	Demonstrate Proficiency in valuation and payment in GST

	Tax deducted at source(TDS), Tax collected at Source(TCS) Input Tax credit (ITC), Debit and Credit Notes, Types of Accounts and Records					
3 GST Returns	Concept of GST Return, GSTN Portal Overview, returns under GST, Preparation and filing of returns process, Refunds under GST, GST Audit, Offenses and Penalties	10	CO3	Classroom Teaching + PPT Presentation + Case Studies	Apply filing of GST returns	Develop ability in filing GST Returns

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1.	Taxman	GST Manual with GST Law Guide & Digest of Landmark Rulings (Set of 2 Volumes) (Budget 2019 Edition)	2019	Taxman
2.	V.S. Datey	GST Ready Reckoner (6th Edition 2018)	2018	Taxman
3.	Aditya Singhania and Aditi Singhania	GST Audit & Annual Return (2nd Edition January 2019)	2019	Taxman

Online Resources:

Online Resources No.	Web site address
1	www.gstn.org
2	www.gstindiaonline.com
3	www.gstcentre.in

MOOCs:

ResourcesNo.	Web site address
1	https://www.mooc.org

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year2022 –2023			
Semester	**Course Code**	**Course Title**	
III	**306**	**Advanced Data Analysis Tools**	
Prepared By		**Dr. Sonali Dharmadhikari_IMED**	
Type of Course	**Credits**	**Evaluation**	**Marks**
SEC	**02**	**IA**	**100**

Course Objectives:

- To understand the tool of Model evaluation
- To apply the technique of Smoothing
- To learn Generalized linear and additive models

Course Outcomes:

At the successful completion of the course the learner will be able to
CO1: Use model evaluation tool
CO2: Apply smoothing technique
CO3: Apply Generalized linear and additive models

Unit	Sub Unit	Sessions	CO Number	Teaching Methodology	Cognition Level	Evaluation Tools
1 Model evaluation	Statistical inference, prediction, and scientific inference; in-sample and out-of-sample errors, generalization and over-fitting, cross-validation; evaluating by simulating; the bootstrap; penalized fitting; mis-specification checks	10	CO1	Classroom Teaching + PPT Presentation + Case Studies	Understand and apply mathematical tools	Demonstrate competence in model evaluation
2 Smoothing	Kernel smoothing, including local polynomial	10	CO2	Classroom Teaching + PPT Presentation + Case	Apply Excel in financial modeling	Demonstrate Proficiency in using smoothing

	regression; splines; additive models; kernel density estimation			Studies		technique
3 Generalized linear and additive models	Logistic regression; generalized linear models; generalized additive models	10	CO3	Classroom Teaching + PPT Presentation + Case Studies	Apply financial modeling	Develop ability in Generalized linear and additive models

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
2.	C. P. Kothandaraman	Heat and Mass Transfer Data Book	2022	New Age
2.	Meredith Zozus	THE DATA BOOK	2020	CRC Press

Online Resources:

Online Resources No.	Web site address
1	https://www.analyticsinsight.net/
2	https://www.newsearchtoday.co/

MOOCs:

sourcesNo.	Web site address
1	https://www.mooc.org

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year2022 –2023			
Semester	Course Code	Course Title	
III	**306**	**Financial Modeling**	
Type of Course	Credits	Evaluation	Marks
SEC	**02**	**IA**	**100**

Course Objectives:

- To understand concepts of Mathematical tools
- To use of Excel as a tool in financial modeling
- To study basic concepts of financial modeling

Course Outcomes:

At the successful completion of the course the learner will be able to
CO1: Know concepts of Mathematical tools
CO2: Use excel as a tool in Financial Modeling
CO3: Apply financial modeling

Unit	Sub Unit	Sessions	CO Number	Teaching Methodology	Cognition Level	Evaluation Tools
1. Excel as a tool in Financial Modelling	Excels concepts – Basic commands. Functions – math's, logical, look up, text and financial. Chart, diagram, picture, background, auto format, conditional formatting, style, filter, sort. Formulas and macros. What if analysis, pivot table, pivot chart, scenario, goal seek, problem solver tool, advanced filter.	10	CO1	Classroom Teaching + PPT Presentation + Case Studies	Understand and apply basic of financial modelling in excel	Demonstrate of Proficiency in using Excel as a tool in Financial Modeling
2. Basic of Financial Modelling concepts	Introduction, advance functions of MS-Excel as a tool in financial	10	CO2	Classroom Teaching + PPT Presentation + Case Studies	Apply Financial Modeling concept to practice	Demonstrate Proficiency in building the model and valuation

	modeling. Components of a financial model, building the template, filling in the historical data, identifying assumptions and drivers, forecasting, various schedules and financial statement, building the supporting schedules, various approaches to valuation, key ratios, financial ratios and company analysis, building cases and sensitivity analysis: looking at the probabilistic analysis of the best and worst					approach
3. Financial Analysis	Market based method - EPS and multiples, Fundamental EV/EBITDA, EV/Sales, 2 Project based financial Models to incorporate the real world examples	10	CO3	Classroom Teaching + PPT Presentation + Case Studies	Create the Financial Models of real time examples	Demonstrate Proficiency in applying the various methods in the financial models

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1		Mathematical Finance, Workbook from NSE.	2021	NSE

2		Financial Valuation and Modeling, Workbook from NSE.	2021	NSE
3	Shmuel Oluwa	Hands-On Financial Modeling with Microsoft Excel 2019	2019	PACKT

Online Resources:

Online Resources No.	Web site address
1	https://www.nobledesktop.com/
2	https://www.nseindia.com/
3	https://www.bseindia.com/static/about/BSE_Ebooks.aspx

MOOCs:

Resources No.	Web site address
1	https://www.mooc.org

Programme: BBA CBCS–Revised Syllabus w.e.f.-Year2022–2023			
Semester	**Course Code**	**Course Title**	
III	**307**	**Constitution of India & Human Rights**	
Prepared By		**Dr.Shyam Shukla_IMED**	
Type	**Credits**	**Evaluation**	**Marks**
VBC	2	IA	100

Course Objectives:

i) To impart knowledge about Constitution of India .
ii) To develop decision making capabilities of the students /learners
iii) To impart knowledge of human rights.
iv) To enable the students in identifying the business problems and provide solutions to it.
v) To enable the students in collecting, organizing and analyzing the information related to business
vi) To develop managerial insights through Indian Ethos and values
vii) To sensitize the students about environmental issues and sustainable consumption

Course Outcomes:

At the successful completion of the course the learner will be able to

CO1: Demonstrate an understanding of Constitution of India.

CO2: Communicate effectively with various stakeholders of business

CO3: Make sound business decisions.

CO4: Collaborate with others in the organizational context, manage resources and lead them in thepursuit of organizational goals

CO5: Identify the need for and engage in lifelong learning in the field of business management

CO6: Create sustainable and ethical business policies

Unit	Contents	Sessions	COs No.	Teaching Methodology	Cognition Level	Evaluation Tools
1	Constitution of India-Introduction	6	CO 1	Lecture with Ppts Quiz	Understand	Quiz End Term Internals:Short Answers
2	Constitution of India-Fundamental rights & duties	6	CO 1	Lecture with Ppts Case Study Psychometric Tools	Apply (Analyse)	Case Study , Newspaper Article End Term: Applied Questions
3	Human Rights – UDHR	6	CO 3	Lecture with PPTs Case Study	Analyse	Case Study with Presentations End Term Exams: Case based

						Questions/Applied Questions
4	National Human Rights Commission	6	CO 1	Lectures with PPTs Group Activity Video Cases	Evaluate	Group Activity End Term Exam: Short case and situation based questions
5	International Human Rights Treaties	6	CO 2	Lecture Case Activity	Create	Case Presentation Activity End Term: Theory Applied

Reference Books

Sr.No.	NameoftheAuthor	TitleoftheBook	Year Edition	Publisher Company
01	Government of India	The Constitution of India	2012	Government of India
02	Jack Donnelly	Universal Human Rights	2013	CornellUniversity Press, 3rd Edition.
03	Asrti Singh, Shivani Singh	National Human Rights Commission :Prevention of Human Rights Violation,	2014	LAP Lambert Academic Publishing
04	Philip Alston	The Future of UN Human Rights Treaty Monitoring	2000	Cambridge UniversityPress

Online Resources

Online Resources No.	Website address
1	https://cdn1.sph.harvard.edu/wp-content/uploads/sites/134/2016/07/Human-Rights- A-brief-intro-2016.pdf

MOOCs:

Resources No.	Website address
1	https://www.mooc.org
2	Swayam

Programme: BBA CBCS– Revised Syllabus w.e.f.- Year2022 –2023			
Semester	**Course Code**	**Course Title**	
III	**308**	**Physical Education and Yoga**	
Prepared by		**Netaji Jadhav & Vijay Phalke_IMED**	
Type of Course	**Credits**	**Evaluation**	**Marks**
VBC	**02**	**IA**	**100**

Course Objectives:

- To Improve personal fitness through participation in sports and yoga activities.
- To Follow sound nutritional practices for maintaining good health and physical performance.

Course Outcomes:

The practical exercises, the underpinning knowledge and the relevant soft skills associated withthe identified competency are to be developed in the student for the following Course Outcomes(COs) achievement:

CO1: Practice physical activities and yoga for strength, flexibility and relaxation.

CO2: Use techniques for increasing concentration and decreasing anxiety for stronger academic performance.

CO3: Perform yoga exercises in various combination and forms

Unit	Sub Unit	Sessions	CO Number	Teaching Methodology	Cognition Level	Evaluation Tools
I **Introduction to Physical fitness**	• Aims & Objectives of Physical Education • Changing trends inPhysical Education • Meaning & Importanceof Physical Fitness & Wellness • Components of Physicalfitness • Components of healthrelated fitness • Components of wellness • Preventing health threatsthrough	**6**	CO1	Demonstrate healthy lifestyle. Prevent health threats bychanging life style.	Understand	Classroom Teaching

	lifestyle change • Concept of positivelifestyle					
II Fundamentals of Anatomy & Physiologyin sports & yoga	• Anatomy, physiologyand its importance. • Effect of exercise onvarious body system i.e. circulatory system, respiratory system, neuro- muscular system • Concept and advantages of correct posture. • Posture deformities and corrective measures.	6	CO2	Explain corrective measures for posture deformities	.Explain importanc e of anatomy and physiolog y. Describe effects of exercise in various body systems. Describe concept of correct posture.	Practice, Case study, Lectures
III Yoga & Pranayama	• Meaning & Importance of Yoga Asanas, Pranayama& Meditation • Yoga & related Asanas - Sukhasana,	6	CO2	Explain importance of yoga.	Use meditation andother relaxation techniques for improving concentrat ion	

	Tadasana,Padmasana &Shashankasana • Relaxation techniquesfor improving concentration - Yog-Nidra			Perform various pranayama for increasing concentration		Practice, Case study, Lectures
IV Sports/games	• Warming up and limbering down exercises • Tournaments- Knock out,League/ Round Robin &	6	CO3	Describe various warming exercises.	Describe specificati onsof play fields and related sports	Practice, Case study, Lectures

	combination • Following sub topics related to any one Game/Sport of choice ofstudent out of: Badminton, Chess, Carrom, Table Tennis, Cricket, Kabaddi, , Volley ball, Basketball, Football, Hockey, etc.			Explain latestrules of any game/sports.	equipment.	
V Sports/games	• History of the Game/Sport. • Latest General Rules ofthe Game/Sport. • Specifications of Play Fields and Related Sports Equipment. • Effect of anxiety & fearon sports performance	6	CO3	Describe various warming exercises. Select any game/sports ofyour choice. Explain latest rules of any game/sports.	Describe specificationsof play fields and related sports equipment.	

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year of Edition	Publisher
01	V.K.Sharma	Health and Physical Education	2020	NCERT Books; Saraswati House Publication, • New Delhi
02	B.K.S. Iyengar	Light on Yoga	2016	Thomson's Publication, NewDelhi

Online Resources:

Online Resource No.	Websiteaddres s
1	https://www.youtube.com/watch?v=dAqQqmaI9vY&feature=youtu.be
2	https://www.youtube.com/watch?v=c8hjhRqIwHE

MOOCs:

Resource No.	Website address
1	https://www.mooc.org

Programme: BBA CBCS– RevisedSyllabus w.e.f.- Year2022 –2023			
Semester	**Course Code**	**Course Title**	
IV	**401**	**International Business**	
Prepared By		**Pritam Kothari_AKIMS**	
Type of Course	**Credits**	**Evaluation**	**Marks**
DSC	**03**	**IE:UE**	**40:60**

Course Objectives:

- Enable students build strong foundation in concepts of international trade and business
- Help students understand social, cultural and economic factors that lead to trade between countries
- Help students study various economic integrations for promoting regional trade and investments

Course Outcomes:

After completing the course the students shall be able to

CO1: To enable the students to take decisions related to global issues and policies.

CO2: To understand the evolution, structure & functions of Global Regional Cooperations.

CO3: To recall the role and functions of Global Institutions IMF, WTO and World Bank.

CO4: To comprehend the exchange rates practically and its implications on trade.

Unit	Sub Unit	Sessions	CO No	Teaching Methodology	Cognition Level	Evaluation Tools
1	Definition of International Business, Nature and Scope of International, Stages of Internationalization, Differences between Domestic and International Business Business, Exporting, Importing and Countertrade Settlement through NOSTRO	9	CO 1	Classroom Teaching + PPT Presentation + Case Studies	Understand	Case Studies , Assignments, Quiz

	and VOSTRO Accounts, Advantages and Disadvantages					
2	Globalization Definition of Globalization, Globalization of Market, Globalization of Production, Globalization in Marketing and International Human Resource Drivers of Globalization International Trade Theories Mercantilism, Absolute Cost Advantage, Comparative Advantage, Huckscher Ohlin Theory, Product Life cycle Theory, Porter's Diamond Theory	10	CO 3	Classroom Teaching + PPT Presentation + Case Studies	Understand , remember	Case Studies , Assignments, Quiz
3	Types of Exchange Rate – Real and Nominal exchange Rate, Fixed vs. Flexible Exchange Rate, Managing Float, Factors affecting Foreign Exchange Rate ,	8	C04	Classroom Teaching + PPT Presentation + Case Studies	Analyse	Case Studies , Assignments, Quiz

4	Balance of Trade and Balance of Payments, International Monetary Fund (IMF) – Objectives and functions., World Bank – Objective and Functions	9	CO 3	Classroom Teaching + PPT Presentation + Case Studies	Understand,Appl y	Case Studies , Assignments, Quiz
5	Evolution, Structure and Functions of : North Atlantic Free Trade Agreement (NAFTA), South Asian Association for Regional Co-operation (SAARC), European Union (E.U.) / G-20 / BRICS, World Trade Organization (WTO)	9	CO 2	Classroom Teaching + PPT Presentation + Case Studies	Understand,Appl y	Case Studies , Assignments, Quiz

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Rakesh Mohan Joshi (IIFT)	International Business	2009	OXFORD
2	V.K Bhalla	International Business	2013	S. Chand
3	K. Aswathappa	International Business	6 th Edition 2017	McGraw Hill Education
4	Donald Ball and MichealGeringe	International Business: The Challenge of Global Competition	9 th Edition	McGraw Hill Education
5	Charles W. L. Hill	International Business: Competing in the Global Market	10 edition 2017	McGraw Hill Education

6	P. Subha Rao	International Business: Text and Cases	Year: 2017 Edition: 2nd Edition	Himalaya Publishing House Pvt. Ltd., Mumbai

Online Resources:

Online Resources No.	Web site address
1	www.imf.orf
2	www.wto.org
3	www.trademap.org
4	www.commerce.nic.in
5	www.dgft.gov.in

MOOCs:

Resources.	Web site address
1	https://www.openlearning.com/courses/GFMA2023/
2	EDX https://www.edx.org/course/international-businessenvironment-and-global-st
3	EDX https://www.edx.org/learn/internationalbusiness
4	COURSERA https://www.coursera.org/learn/internationalbusiness

Programme: BBA CBCS–Revised Syllabus w.e.f.-Year2022–2023			
Semester	**Course Code**	**Course Title**	
IV	**402**	**Design Thinking and Innovation Management**	
Prepared By		**Dr. Shital Deshmukh_YMIM**	
Type of Course	**Credits**	**Evaluation**	**Marks**
DSC	**03**	**IE:UE**	**40:60**

Course Objectives:

- Inculcate the fundamental concepts of design thinking
- Develop the students as a good designer by imparting creativity and problem solving ability
- Conceive, conceptualize, design and demonstrate innovative ideas using prototypes

Course Outcomes:

At the successful completion of the course the learner will be able to

CO1: Demonstrate the critical theories of design, systems thinking, and design methodologies

CO2: Produce great designs, be a more effective engineer, and communicate with high emotional and intellectual impact

CO3: Understand the diverse methods employed in design thinking and establish a workable design thinking framework to use in their practices

CO4: Conceive, organize, lead and implement projects in interdisciplinary domain and address social concerns with innovative approaches

Unit No.	Sub unit	Session Hours	CO No	Teaching Methodology	Cognition	Evaluation Tools
I	Origin and evolution of design thinking; Design vs. design thinking: Thinking like a designer; Key principles; Differences between analytical and creative problem-solving; Human-centered design vs. traditional business problem-solving; Design thinking as a strategy tool in business; Design thinking in practice; Empathy, User Research & Insight Generation-Understanding user behavior, pain points, and aspirations; Empathy tools:	9	CO 1 CO 2	Lecture with PPT, White board	Understand	Quiz, Assignment Questions, Class Test

	observation, interviews, immersion, journey maps; Persona creation & customer segmentation; Defining user needs & synthesizing insights; Reframing problems from the user's perspective					

II	Design team formation & roles, Conceptualization: Visual thinking, Drawing/sketching, New concept thinking, Concept Generation Methodologies, Concept Selection, Concept Testing, Patents and Intellectual Property	9	CO 1 CO 2 CO 3	Lecture with PPT, White board	Understand Apply Analyze	Quiz, Assignment Questions, Class Test
III	Definition, Significance, Types of prototypes: Physical, digital, service-based, Low-fidelity vs. high-fidelity prototypes, Tools for prototyping: Paper models, wireframes (Figma), clay, digital tools, User testing and feedback loops, Iterative design process and design sprint model	9	CO 1 CO 2	Lecture with PPT, White board	Understand Apply	Quiz, Assignment Questions, Class Test
IV	Meaning, Creative performance, techniques (Six Thinking Hats, Brainwriting, Mind Mapping), double diamond framework, business model canvas	9	CO 3 CO4	Lecture with PPT, White board	Analyze Analysis & Evaluation	Quiz, Assignment Questions, Class Test

V	Meaning & significance of innovation Types of innovation, Innovation Diffusion theory, Innovation in Organizations Drivers of Innovation Bottom up and Top down Innovation, Horizontal versus vertical Innovation	9	CO 1 CO 2 CO3 CO 4	Lecture with PPT, White board	Understand Apply Analyze Evaluate	Quiz, Assignment Questions, Class Test

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year of Edition	Publisher
01	Tim Brown , Change	Design: How Design Thinking Transforms Organizations and Inspires Innovation	2022	Harper Collins Publishers Ltd.
02	Idris Mootee	Design Thinking for Strategic Innovation	2013	John Wiley & SonsInc
03	Gavin Ambrose, PaulHarris	Basics Design - 8: Design Thinking, illustrated, reprint,	2010	AVA Publishing,
04	Christian Muller Rotenberg	"Handbook of Design Thinking	2018	Kindle Direct Publishing
05	Happen, Porus Munshi,	Making Breakthrough Innovations	2020	Marico Innovation Foundation
06	Navi Radjou and JaideepPrabhu,	Frugal Innovation	2022	Hachette India

Online Resources: Online Resource No.	Website address
1	https://www.mindtools.com/brainstm.html
2	https://www.quicksprout.com/

3	https://support.microsoft.com/en-us/kb/273814
4	http://www.vertabelo.com/blog/documentation/reverse-engineering
5	https://www.youtube.com/watch?v=2mjSDIBaUlM
6	https://docs.oracle.com/cd/E11108_02/otn/pdf

MOOCs:

Resource No.	Website address
1	https://www.mooc.org

Programme:BBA CBCS–Revised Syllabus w.e.f.-Year2022–2023			
Semester	**Course Code**	**Course Title**	
IV	**403**	**Research Methodology**	
Prepared By		**Dr. Bajirao Patil_YMIM**	
Type of Course	**Credits**	**Evaluation**	**Marks**
DSC	**03**	**IE:UE**	**40:60**

Course Outcomes:

CO1: Develop understanding on various applications of research for managerial decision making

CO2: Explain key research and summarize the research articles and research reports

CO3: Have basic awareness of data analysis-and hypothesis testing procedures

CO4: Design questionnaires and administer simple survey based projects

CO5: Describe sampling methods, measurement scales and instruments, and appropriate uses of each

Unit	Sub units	Sessions	COs No.	Teaching Methodology	Cognition level	Evaluation Tools
1	**Introduction to Research Methodology** Meaning, definition and objectives of research, motivations for research, types of research, Importance of research in managerial decision making, research in Research in functional / business areas. Qualities of a good researcher.	9	CO 1	Lecture with Ppts. Quiz	Understand	Quiz End Term Internals:Short Answers
2	**Research Process** Steps in research process, Defining the research problem, Problem formulation and statement, Framing of hypothesis Research design : Meaning, characteristics, importance of research design. Development and designing of tools of data collection Designing of research projects – research proposal.	10	CO 2	Lecture with Ppts Case Study Psychometric Tools	Apply (Analyse)	Case Study , Newspaper Article End Term: Applied Questions

3	**Sampling and Data Collection** Census and sample survey. Need and importance of sampling, Data collection – Primary and secondary sources of data, methods of collecting primary data - interview, observation, questionnaires, schedules through enumerators, surveys. Measurement scale, Advantages and Limitations of different methods of data collection. Use of secondary data, precautions while using secondary data.	8	CO 3	Lecture with PPTs Case Study	Analyse	Case Study with Presentations End Term Exams: Case based Questions/Applied Questions
4	**Processing and Analysis of Data** Meaning, importance and steps involved in processing of data. Statistical tools and techniques for analysis of data Analysis and Interpretation of data –Interpretations of results, Concept of Univariate, Bi-variate and multivariate analysis of data.	9	CO 4	Lectures with PPTs Group Activity Video Cases	Understand	Group Activity End Term Exam: Short case and situation based questions
5	**Report Writing** Importance of research reports, types of reports, Format of a research report, Precautions in writing a research report. Plagiarism and its types. References and Bibliography. Dissemination of research results. Ethical issues in conducting research.	9	CO 5	Lecture Case Activity	Apply (Analyse)	Case Presentation Activity End Term: Theory Applied

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year of Edition	Publisher
1	Kothari C R	Research Methodology – Methods & Techniques	2014	PHI Pvt Ltd New Delhi
2	Uma Sekharan	Research Methods for business	2016	Oxford
3	Ranjit Kumar	Research Methodology	2009	Pearson Education
4	Donald Cooper and PS Schindler	Business Research Methods	2015	Tata McGraw Hill
5	Neuman, W.L.	Social Researhc Methods – Qualitative and Quantitative	2008	Pearson

Online Resources:

Online Resource No.	Website address
1	https://www.manaraa.com/upload/43ef7b58-5c8a-4371-8aea-699609cd2aaf.pdf
2	http://ebooks.lpude.in/commerce/mcom/term_2/dcom408_dmgt404_research_methodology.pdf
3	https://www.methodspace.com/open-access-sage-journals-with-a-research-methods-focus/
4	https://www.researchgate.net/deref/https%3a%2f%2fwww.amazon.com%2fhow-research-todays- tips-tools-ebook%2fdp%2fb01i5jjdxc http://www.ala.org/tools/research/larks/researchmethods
5	https://www.intechopen.com/online-first/research-design-and-methodology
6	https://lecturenotes.in/m/21513-research-methodology-

MOOCs:

Resource No.	Website address
1	https://swayam.gov.in/nd2_cec20_hs17/preview
2	https://www.classcentral.com/course/researchmethods-1767
3	https://www.coursera.org/learn/research-methods

Programme: BBA CBCS– RevisedSyllabus w.e.f.- Year2022 –2023			
Semester	**Course Code**	**Course Title**	
IV	**404**	**Corporate Law**	
Prepared by		**Amarja Nargunde_IMRDA**	
Type of Course	**Credits**	**Evaluation**	**Marks**
DSC	**03**	**IE:UE**	**40:60**

Course Objectives:

- To understand basic concepts of corporate management.
- To understand role of regulatory authorities in corporate management.
- To understand the concept of corporate governance.
- To understand what is capital market and its role in the national development.

Course Outcomes:

At the successful completion of the course the learner will be able to

CO1: Understand the process of formation of a company.

C02: Understand powers of different authorities of corporate governance.

C03: Understand Role, Relevance and significance of Capital Market.

CO4: Understand the process of winding up of a company.

Unit No.	Sub unit	Sessions	CO No	Teaching Methodology	Cognition Level	Evaluation Tools
I	Formation of a company, Certificate of Incorporation, Memorandum and Articles of Association, Prospectus, Doctrine of Ultra Vires, Types of Companies, Directors: Appointment, Powers and Duties of Directors, Procedure of	9	CO 1	Lecture	Understand	Short and Long Assignments, Quizzes

	calling meeting, Types of Meetings						

II	Audit Committee: Its Role, Prevention of Mismanagement, Insider Trading, Company Investigation, Securities and Exchange Board of India (SEBI): Constitution, Powers and Functions, Role & Powers of the Company Law Board, Role & Powers of Central Government	10	CO2	Lecture	Understand	Short and Long Assignments, Quizzes
III	Role, Relevance and significance of Capital Market in national development, Meaning and forms of FDI, Foreign Exchange Management Act, Basics of Contract Act and IPR. Rights of shareholders and debenture holders, Difference between Shares and Debentures	8	CO3	. Lecture	Understand	Short and Long Assignments, Quizzes

IV	Importance of Corporate Governance, Corporate Governance in India, Corporate Social and Environmental Responsibility, Emerging trends	9	CO4	Lecture	Understand	Short and Long Assignments, Quizzes
V	Winding up of Companies, Mode of winding up of a companies, Compulsory Winding up under the Order of the Tribunal, Voluntary winding up Payment of liabilities of a company	9	CO4	Lecture	Understand	Short and Long Assignments, Quizzes

Reference Books:

Sr. No.	Name Of The Author	Title Of The Book	Year Of Edition	Publisher
01	Rinita Das	Avtar Singh's Company Law An Introduction	2016	Eastern Book Company
02	Dr Anil Kumar.	Corporate Laws	2022	Taxmann.
03	GK Kapoor, AP Suri.	Corporate Laws	2015	Taxmann.
04	Dr. Harleen kaur	Corporate Law	2021	Kitab Mahal

Online Resources:

Online Resource No.	Website address
1	https://icmai.in/upload/Students/Syllabus2016/Final/Paper-13-Feb-21.pdf
2	https://lawbhoomi.com/companies-act-notes-and-study-materials/

MOOCs:

Resource No.	Website address
1	https://onlinecourses.swayam2.ac.in/cec23_lw05/preview

Programme: BBA CBCS– RevisedSyllabus w.e.f.- Year2022 –2023			
Semester	**Course Code**	**Course Title**	
IV	**405**	**Financial Management**	
Prepared By		**Shabana Memon_IMK**	
Type of Course	**Credits**	**Evaluation**	**Marks**
DSC	**03**	**IE:UE**	**40:60**

Course Objective:

Course Objectives:

- Develop foundational skill sets necessary for effective financial decision making.
- Cultivate analytical abilities to comprehend and interpret financial statements proficiently.
- Enhance understanding of business operations, recognizing potential opportunities, evolution of enterprises, and exploring entrepreneurial avenues (BEDK).
- Foster skills in analyzing business data, applying relevant analysis techniques, and solving problems across functional areas, emphasizing critical thinking, business analysis, problem-solving, and innovative solutions (CBPI).
- Foster social responsiveness to contextual social issues/problems, including identifying problems, exploring opportunities, designing business solutions, and demonstrating ethical standards in organizational decision-making (SRE).

Course Outcomes:

CO1: Development of basic skillsets required for Financial Decision Making
CO2: Development of analytical skillset to understand and interpret Financial Statements
CO3: Graduates are able to improve their knowledge about functioning business, identifying potential business opportunities, evolvement of business enterprises and exploring entrepreneurial opportunities (BEDK)
CO4: Graduates are expected to develop skills on analyzing the business data, applicatio n of relevant analysis, problem solving in the functional areas, i.e. Critical thinking-Business Analysis-Problem Solving and Innovative Solutions (CBPI)
CO5: Developing Social Responsiveness to contextual social issues/ problems and exploring solutions. Graduates are expected to identify problems, explore the opportunities, design the business solutions and demonstrate ethical standards in organizational decision making.(SRE)

Unit	Sub units	Sessions	COs No.	Teaching Methodology	Cognition level	Evaluation Tools
1	**Introduction:** Meaning of Financial Management, Scope and Functions of Financial Management, Objectives of Financial Management Profit Vs Wealth Maximization, Finance Functions: Investment Decision, Liquidity Decision, Financing Decision and Dividend Decision	6	CO 1 and CO 2	Lecture and discussion	Understand, Comprehension	Test, Quiz
2	**Investment Decision:** **Capital Budgeting Decision** Meaning, Importance and process of Capital Budgeting, Capital Budgeting Techniques - Problems & case studies-Accounting Rate of Return, Payback Period, Net Present Value, Profitability Index, Discounted Payback Period, Internal Rate of Return Capital Budgeting under Risk and Uncertainty Concept and Techniques	6	CO 1 , CO 2 and CO 4	Practical Illustrations, Lectures	Knowledge, Analysis	Test, Presentations

3	**Liquidity Decision: Working Capital Management:** Meaning, Need and Types of Working Capital, Components of Working Capital, Sources of Working Capital Financing, Estimation of Working Capital	6	CO 2, CO 3 and CO 4	Practical Illustrations, Lectures	Understand, Analysis and Synthesis	Case study, Test
4	**Financing Decision:** Sources of Long Term Domestic Finance: Shares, Debentures, Retained Earnings, **Capital Structure:** Meaning and Principles of Capital Structure Management, **Cost of Capital**: Meaning, Components, Cost of Debt, Cost of Preference Share,	6	CO 2, CO 3 and CO 4	Lecture, Case study, Practical Illustrations	Knowledge, Analysis and Synthesis	Presentations, Test, Quiz.
	Cost of Equity Share, Cost of Retained Earnings, and Weighted Average Cost of Capital, Leverage: Concept and Types of Leverage					
5	**Dividend Decision:** Factors determining Divined policy, Theories of Dividend-Gordon Model, Walter Model, MM Hypothesis, and Forms of Dividend Payment: Cash Dividend, Bonus Share and Stock Split, Stock Repurchase, Dividend Policies in Practice. **Financial Statement Analysis:** Meaning and Types, Techniques of Financial Statement Analysis, Trend Analysis and Ratio Analysis.	6	CO 1 , CO 2 and CO 5	Lecture, Practical Illustrations, Case study	Comprehension, Analysis, Evaluation	Test, Presentations, Case Study.

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year Edition	Publisher Company

1 – National	SheebaKapil	Fundamentals of Financial Management		Pearson Publications
2 – National	I.M. Pandey	Financial Management		Vikas Publication
3 – National	Khan and Jain	Financial Management		TATA McGraw Hill
4- National	R.P. Rustogi	Financial Management		
4 – International	Eugene F. Brigham, Michael C. Ehrhardt	Financial Management – Theory and Practice	11th edition.	
5 – International	Jonathan Berk, Peter DeMarzo and Ashok Thampy	Financial Management		Pearson Publication

Online Resources:

Online Resources No	Resources Name	Web site address
1	Google Scholar	https://scholar.google.com/
2	Gutenberg	https://www.gutenberg.org/
3	Open Culture	http://www.openculture.com/free_ebooks
4	Open Library	https://openlibrary.org/

MOOCs:

Resources No	Resources Name	Web site address
1	Alison - free technology, language, science, health, humanities, business, math, marketing and lifestyle courses.	https://alison.com/
2	Khan Academy - free online courses and lessons	https://www.khanacademy.org/

3	Futurelearn	http://www.openculture.com/free_ebooks
4	SWAYAM which is a India MOOCs platform for which University Grants Commission has allowed upto 20% credit transfer facility.	https://swayam.gov.in/
5	University of Florida	www.coursera.org
6	University of London	www. cefims.as.uk
7	IIM ,Bangalore	www.edx.org

Programme: BBA CBCS– Revised Syllabus w.e.f.- Year2022 –2023			
Semester	**Course Code**	**Course Title**	
IV	**406**	**Data Science**	
Prepared By		**Satyawan Hembade_IMED**	
Type of Course	Credits	Evaluation	Marks
AEC	**02**	**IA**	**100**

Course Objectives:

- To understanding the Role of Data Science in business.
- To study the basic concept of data management and data mining techniques.
- Understanding the basic concept of Data Science and its Project Life Cycle.
- To understand the basic concept of machine learning.
- To study various applications of data science in various business domain.

Course Outcomes:

At the successful completion of the course the learner will be able to

CO1: Define Data science and Machine Learning along with its role in business
CO2: Describe data management and handling and Data Science Project Life Cycle.
CO3: Apply data visualization effectively and use R for it.
CO4: Define machine Learning and describe various types of it.
CO5: Apply data science in various business domain to solve real world problems.

Unit No.	Unit Contents	Sessions	CO Number	Teaching Methodology	Cognition Level	Evaluation Tools
1.	**Introduction to Data Science** Definition of Data Science and need of it? Historical Overview of data analysis and Overview of data science process, Life cycle of Data Science project. defining the goal Roles and responsibilities in Data Science project, Data Engineer vs. Business Analyst	**05**	CO1	Lecture, Quiz	Remember & Understand	Class Test Quiz Mid Term

2.	**Data Handling** Data Collection, Data Management and Big Data Management, Organization/sources of data, Importance of data quality, Dealing with missing or incomplete data **Computing simple statistics:** Means, variances, standard deviations, weighted averaging, modes, quartiles	**06**	CO2	Lecture with PPT with example data	Remember, Understand and Analyze	Class Test, Quiz, Assignment
3.	**Data Visualization** Definition, importance of data visualization in data science, Exploratory Data analysis- Chart Types: Tabular data, dot and line plots, scatter plots, bar plots and pie charts Using R for Data visualization	**07**	CO3	Lecture with Lab Sessions on data handling	Remember, Understand and Apply	Class Test, Mid Term, End Term, short answer Questions
4.	**Introduction to Data Science** Definition, Applications of machine learning in data science, Types of Machine Learning - supervised learning, semi supervised learning, un-supervised learning, Linear regression, Decision Tree classifier – constructing decision Tree, Bayes - Naive Bayes	**07**	CO4	Lecture with PPTs	Remember, Understand, Evaluate	Class Test, Mid Term, Quiz

5.	**Applications of Data Science** Applications of Data Science in Business domain: Using Data Science in Retail Analytics, Marketing Analytics, Financial Analytics, Healthcare Analytics and Supply Chain Analytics.	**05**	CO5	Lectures with PPTs Group Activity Video Cases	Apply and Evaluate	Small Project Activity in any domain

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Pang-Ning Tan, Michael Steinbach, Vipin Kumar	Introduction to Data Mining	2021, Second Edition	Pearson Education
2	B. Uma Maheswari, R. Sujatha	Introduction to Data Science	2021	Wiley India
3	Peter Bruce, Andrew Bruce, Peter Gedeck	Practical Statistics for Data Scientists: 50+ Essential Concepts Using R and Python	2020	O'Reilly Media

Online Resources:

Online Resources No.	Website address
1	https://www.simplilearn.com/tutorials/data-science-tutorial
2	*https://www.w3schools.com/datascience/default.asp*
3	https://www.geeksforgeeks.org/data-science-tutorial

MOOCs:

Resources No.	Website address
1	NPTEL / Swayam
2	www.edx.com
3	www.coursera.com

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year2022 –2023			
Semester	**Course Code**	**Course Title**	
IV	**406**	**Technical Analysis in Stock Market**	
Prepared By		**Shabana Memon_IMK**	
Type of Course	**Credits**	**Evaluation**	**Marks**
AEC	**02**	**IA**	**100**

Course Objectives:

- Develop a comprehensive understanding of the risk and return relationship in investment decision making.
- Equip students with the skills to make informed decisions regarding whether to maintain investments in a company or divest by selling shares.
- Enable students to conduct thorough analyses of companies, examining financial data as well as quantitative and qualitative factors.
- Enhance understanding of the psychological aspects involved in trading decisions.

Course Outcomes:

CO1: Understand the risk and return relationship
CO2: Take decision on whether to stay invested in a company or sell the shares and come out.
CO3: Study the companies, analyze financials, and look at quantitative and qualitative aspects.
CO4: It enables to understand the psychology in trading.

Unit	Sub units	Sessions	COs No	Teaching Methodology	Cognition level	Evaluation Tools
1	**Stock Market Indices:** Meaning, Purpose, and Construction in developing index – Methods (Weighted Aggregate Value method, Weighted Average of Price Relatives method, Free-Float method) – Stock market indices in India – BSE Sensex - Scrip selection criteria – Other BSE indices (briefly) – NSE indices – S&P CNX	6	CO 1 and CO 2	Lecture, Videos and Presentations	Understand, Awareness	Test, Presentations

	Nifty – Scrip selection criteria – Construction – Stock market indices in foreign countries (Overview)					
2	**Fundamental Analysis :** Economic analysis, Industry analysis and Company analysis. Financial Statement Analysis: shareholder's equity- balance sheet and Income statement –cash flow – analysis of growth and sustainable earnings, Financial and Valuation Modeling: price earnings ratio – anchoring value on earnings – reverse engineering the model for active investing	6	CO 1, CO 2 and CO 3	Presentations and Case studies	Comprehend, Analysis	Library Assignments, Report Writing
3	**Technical Analysis:** Meaning – Purpose - History – Importance - assumptions - News and Your Trading - Managing a Trade - Dealing with Disaster - Reward to Risk Ratio - Psychology in Trading and Planning - using Public Fear as a Trading Tool - Analysis of a Losing Trade – support vs resistance – Intraday trend – trading gap	6	CO 1, CO 2, CO 3 and CO 4	Lecture, Cases, Presentations	Understand, Analysis and Synthesis, Evaluation	Presentations, Case Study
4	**Charting Techniques:** Trend-Determining Techniques - The Market Cycle Model Financial Markets and the Business Cycle - Dow Theory - Typical Parameters for Intermediate Trends –Eliot Wave theory - Price Patterns - Smaller Price Patterns - One and Two Bar Price Patterns - Trend lines – charts- types – swing trading strategies	6	CO 1 and CO 3	Practical, Lecture and videos	Analysis, Evaluation	Presentations, Case Study
5	**Behavioral Finance:** Irrational influences – heuristic driven biases – Frame dependence –	6	CO 1 and CO	Lecture, Presentations, Videos	Understand, Analysis	Test, Presentations, Case study

	Emotional and social influences - Efficient market theory - basic concepts - Forms of EMH – Random Walk Theory – Market Inefficiencies		3			

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year of Edition	Publisher
01	Pring, Martin J.	"Technical Analysis Explained"	4th Edition	McGraw Hill
02	Nison, Steve; Nison, Nison	"Japanese Candlestick Charting Techniques	2nd Edition	PHP
03	Punithavathy Pandian,	"Security Analysis and Portfolio Management"		Vikas Publishing House Pvt. Ltd.
04	D., Schwager, Jack; Mark, Schwager, Jack D. & Etzkorn,	Getting Startedin Technical Analysis"	1999	John Wiley& Sons,

Online Resources:

Online Resource No.	Website address
1	www.nseindia.com

MOOCs:

Resource No.	Website addres s

Programme: BBA CBCS– RevisedSyllabus w.e.f.-Year2022 – 2023			
Semester	Course Code	Course Title	
IV	**406**	**Digital Marketing**	
Type of Course	Credits	Evaluation	Marks
AEC	**2**	**IA**	**100**

Course Objectives:

- To make students aware of the changes in the modern digital world.
- To introduce students to the fundamental concepts of marketing and role of Digital marketing
- To make students aware about changing consumer behavior in the digital world
- To give understanding of formulation digital marketing strategy
- To introduce students with various digital marketing platforms

Course Outcomes:

After completing the course the students shall be able to

CO1: Understand the concepts of Digital marketingknow the nature of digital marketing
CO2: Make use of e -consumer behavior insights to meet the digital marketing needs of the modern era.
CO3: Select appropriate digital marketing platform and plan digital marketing strategy
CO4: Apply the concepts of SEO and SEM to build effective digital marketing plan.
CO5: Choose appropriate channels of mobile marketing and affiliate marketing.
CO6: Compose an e-mail with a goal of increasing reach and engagements.

Unit	Sub Unit	Sessions	CO Number	Teaching Methodology	Cognition Level	Evaluation Tools
Unit I Basics of Digital Marketing	Introduction to Digital Marketing : Fundamental concepts of marketing. Digital revolution in India. Nature, scope and significance of Digital	6	CO1	Classroom Teaching & Activity	Remembering	RECALL the key concepts of marketing and role of digital marketing in the contemporary business world.

	marketin g Difference between traditional marketing and digital marketing. Digital marketing platforms.					
Unit II Digital Consumer	Understandi ng Consumer behavior in digital world. Marketing Funnel. • Digital marketing funnel. The digital revolution in India.	6	CO2	As per the Discretion of the subject teacher	Understandin g	As per the Discretion of the subject teacher
Unit III Digital marketing Strategy :	STP for digital marketing. Concept of Digital/Onli ne marketing Mix. • Introductio n to Digital marketing Platforms	6	CO3	As per the Discretion of the subject teacher	Creating and Evaluating	As per the Discretion of the subject teacher
Unit IV SEO andSEM	WEBSITE PLANNING, SEARCH ENGINE MARKETING,	6	CO4	As per the Discretion of the subject teacher	Apply	As per the Discretion of the subject teacher

	SEO: SEM in digital marketing - Need & Types. Introduction to SEO- Benefits and Challenges. • Difference between SEO and SEM					
Unit V E-MAIL MARKETING , MOBILE MARKETING	Email marketing- Meaning, Basics, Types and benefits. • Mobile Marketing- Definition & Types.		CO5, CO6	As per the Discretion of the subject teacher	Apply	As per the Discretion of the subject teacher

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Dr. Rajan Saxena	Marketing Management	2019, Sixth edition	McGraw Hill Publications
2	Philip Kotler, Garry Armstrong, PrafullaAgnihotri	Principles of Marketing	2020, Eighteenth edition	Pearson Education
3.	Andreas Ramos &Steaphanie Cota,	Search Engine Marketing		McGraw-Hill Education.

		.		
4.	RushenChahal, Prof. JayantaChakraborti,	Digital Marketing 2.0,		Himalaya Publication, India.
5	Peter Kent	SEO For Dummies	7th Edition	Wiley
6	Jason Smith	Email Marketing in a Digital World: The Basics and Beyond	2015,1st edition	Business Expert Press

Online Resources:

Online Resources No.	Website address
1	https://www.youtube.com/channel/UCBDgBiaon_9MMMVCumg-v1g
2	https://www.mdgadvertising.com/marketing-insights/7-mobile-marketing-trends-to- watch-in-2020/

MOOCs:

Resources No.	Website address
1	https://onlinecourses.swayam2.ac.in/imb20_mg20/preview

Programme: BBA CBCS– RevisedSyllabus w.e.f.- Year2022 –2023			
Semester	**Course Code**	**Course Title**	
IV	**407**	**Cyber Security**	
Prepared By		**Bharati Yelikar_CDOE**	
Type of Course	Credits	Evaluation	Marks
SEC	**02**	**IA**	**100**

Course Objectives:

- To create awareness about importance, ethical principles and standards of Cyber Security.
- To understand the concept of Cyber Security in Business Organizations, security measures and procedures at different levels within your IT environment.
- To manage the security issues in systematic way.

Course Outcomes:

CO1: The course will provide the student with an understanding of the principles of cyber security.
CO2: To understand security policy, Information security management at the functional levels of organization.
CO3: The basic background of Security, its implementation and techniques is required to undertake this course.
CO4: Students will come to know interrelationship between the various elements of Cyber security and its role in protecting organizations information at all levels.

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
I **Cyber Security and Business Application**	The Definition of Cyber Security : Its importance and purpose. Need for cyber security. Layered approach to cyber	5	CO 1	Lecture with Ppts Quiz	Remember & Understand	Class Test Quiz End Term Internals:Short Answers

	security. Latest Technological Trends: Introduction to IoT How the Internet of Things (IoT) Is Changing the Cyber security Landscape ? Threats and Countermeasures of IoT Cyber security concerns and solution in Smart City & Home Automation.					
II Passwords Security and Web Browser Security	What is password, Types of passwords: BIOS password System password Administrator password: User password. Types of passwords attacks, Web	5	CO 2	Lecture with Ppts Lab Sessions	Remember, Understand and Apply	Class Test, Mid Term, End Term, short answer Questions

	browser security : Understanding web browsers, Security features of different web browsers. Internet Explorer, Google Chrome, Firefox Mozilla Opera					
III Firewall And UTM	Understanding the Firewall What exactly Unified Threat Management Is? Use of Firewall and UTM Advantages and Disadvantages of UTM	5	CO 3	Lecture with PPTs	Remember, Understand, apply	Case Study with Presentations End Term Exams: Case based Questions/Applied Questions
IV Physical Security and Mobile Security in Corporate Environment	Understanding physical security Need for physical security Physical security equipment. Mobile Security: Different Mobile platforms. ,	5	CO3	Lectures with PPTs Group Activity Video Cases	Evaluate	Group Activity End Term Exam: Short case and situation based questions

	Mobile security features. Applications of mobile security Different security options in mobile like encryption etc					
V Malware and Email Security (Protection against business frauds)	What is E-mail? Understanding how Email works. Types of Email. Email Security – How to set up spam filters, Prevent yourself from phishing, Use encryption. Keep your computer updated. What are Malwares? Different types of Malwares like viruses, Worms, Trojans,	5	CO2	Lecture Case Activity News Analysis	Understand & apply	Case Presentation Activity End Term: Theory Applied

	Adwares, Spyware s, Ransom ware Rootkits, and Keylogg ers etc. How to secure system from malware ?					
VI	Understanding cryptography Goals of cryptography Cryptographic methods Rotation, Substitution .Digital Signature in cryptography. Concept of Ethical Hacking Ethical hacking steps. What are cyber-crimes? Types of cyber-crimes. Password related crimes Email related crimes Desktop related crimes Social networking sites related crimes Website related crimes	5	CO4	Lectures with PPTs Flip Classroo m	Understand,apply, Evaluate	Quiz Mid-Term End Term: Theory Applied

	Network related crimes. Social engineering related crimes Categories of Cyber Crime Individual, Property, Government,					

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year of Edition	Publisher
01	Nina Godbole and Sunit Belpure	Cyber Security Understanding Cyber Crimes, Computer Forensics and Legal Perspectives	2012	Wiley
02	Mark Stamp	Information Security: Principles and Practice	2005	Kindle Edition - Amazon Books
03	V.K. Pachghare	Cryptography and information Security	2003	PHI Learning Private Limited
04	Tony Campbell	Practical Information Security Management	2016	Amazon Books

Online Resources:

Online Resource No.	Website address
1	www.edx.com,
2	www.coursera.com
3	https://www.youtube.com/watch?v=njPY7pQTRWg

MOOCs:

Resource No.	Website address
1	https://www.mooc.org
2	NPTEL / Swayam,

Programme: BBA CBCS–Revised Syllabus w.e.f.-Year2022–2023			
Semester	**Course Code**	**Course Title**	
IV	**408**	**Psychology & Life Skills**	
Prepared By		**Shyam Shukla_IMED**	
Type	**Credits**	**Evaluation**	**Marks**
SEC	**1**	**IA**	**100**

Course Objectives:

- To impart knowledge about basic of psychology.
- To develop decision making capabilities of the students /learners
- To impart knowledge of Life skills.
- To enable the students in identifying the business problems and provide solutions to it.
- To enable the students in collecting, organizing and analyzing the information related to business
- To develop managerial insights through Indian Ethos and values
- To sensitize the students about environmental issues and sustainable consumption

Course Outcomes:

At the successful completion of the course the learner will be able to
CO1: Demonstrate an understanding of Basic Psychology & life skills.
CO2: Communicate effectively with various stakeholders of business
CO3: Make sound business decisions.
CO4: Collaborate with others in the organizational context, manage resources and lead them in the pursuit of organizational goals
CO5: Identify the need for and engage in lifelong learning in the field of business management
CO6: Create sustainable and ethical business policies

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Psychology: Definition, scope, relevance	6	CO 1	Lecture with Ppts Quiz	Understand	Quiz End Term Internals: Short Answers
2	Know thyself: Self-Awareness and Self-Concept (Johari Window, self-image, self-esteem), Emotional Intelligence (Goleman's model, empathy, emotion regulation)	6	CO 1	Lecture with Ppts Case Study Psychometric Tools	Apply (Analyse)	Case Study, Newspaper Article End Term: Applied Questions

3	Personality Development : Self-Motivation and Goal Setting (SMART goals), Managing Stress and Anxiety (Coping mechanisms, mindfulness, time management)	6	CO 3	Lecture with PPTs Case Study	Analyse	Case Study with Presentations End Term Exams: Case based Questions/Applied Questions
4	Art of living: Ethics and Interpersonal Integrity (Honesty, trust-building, moral decision-making), Positive Psychology and Gratitude (Flourishing, optimism, gratitude journaling) Mindfulness and Meditation (Attention training, breathing techniques)	6	CO2	Lecture Case Activity	Create	Case Presentation Activity End Term: Theory Applied

Reference Books

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
01	Dr. Sachin Vernekar	How to Lead a Meaningful Life: 52 Personality Development Tips	2020	e-book Kindle Amazon
02	Dr. Shyam Shukla	Campus D'entreprise	2019	E e-bookKindle Amazon

				book.
03	SK MANGAL	General Psychology	2020	Sterling Publishe rs Pvt.Ltd.
04	Victor Langbehn	Psychology for Beginners	2019	Tim Ong

Online Resources

Online Resources No.	**Website address**
1	https://ocw.mit.edu/ans7870/9/9.00SC/MIT9_00SCF11_text.pdf

MOOCs:

Resources No.	**Website address**
1	https://www.mooc.org
2	Swayam

Semester V

Programme: BBA CBCS – Revised Syllabus w.e.f. – 2022-2023			
Semester	**Course Code**	**Course Title**	
V	**501**	**Strategic Management**	
Type	**Credits**	**Evaluation**	**Marks**
DSC	**3**	**IE: UE**	**40:60**

Course Objectives:

- To understand organizations and their environments.
- To know, to assess and to apply knowledge of structures/frameworks in Functional domains of management.
- To evaluate and to apply strategic possibilities, probabilities, assumptions, presumptions, possibilities and limitations of theories, tools, techniques, methods, and processes.
- To think strategically, to understand, to comprehend, to analyse, to evaluate and to apply the business acumen, devise strategies theoretically and practically after deliberations within the framework of existing theories, paradigms, techniques and tools, thereby critically correlating them; with a main focus on the context of Global space through cases, presentations, discussions.
- To assess Data gathered for effective decision making.
- To Know, to Understand, to Evaluate the Analytical tools of strategic management

Course Outcomes: (CO)

CO1: To Understand, assess and to apply presumptions, assumptions, probabilities, theories, tools, and techniques of strategy in Global context.

CO2: To evaluate strategic implications of organizations and their environments, and application of knowledge of structures/frameworks and to apply the same in Functional domains of management.

CO3: To understand the strategic requirements and correlation between business plans with strategic plans.

CO4: To understand and to evaluate different alternative strategies for effective decision making.

CO5: To demonstrate necessary skill set and to apply various Strategies at Corporate, Business, Functional and Operational levels.

Unit	Subunits	Sessions	CO No	Teaching Methodology	Cognition	Evaluation Tools
1	Introduction to Strategic Management: Concept, Nature, Importance of Strategic Management, Strategic Intent – vision, mission, objectives, and goals. Process of Strategic Management,	8	CO1	Classroom Lecture	Knowing, understanding, and evaluating	CES-1 Class Test
2	Environments Analysis - SWOT, Concept of PESTLE Analysis, Micro and Macro Analysis, Michele Porters- Five forces model.	8	CO 2	Classroom Lecture	Understanding	
3	Strategy Formulation – Strategic Analysis and Choice in Business Strategic alternatives, Types of strategic alternatives: Growth, Stability, Retrenchment, Combination Evaluating and choosing Business strategies BCG matrix, GE 9 cell matrix	11	CO4	Classroom Lecture and Online test	Knowing, Assessing, and applying	CES-1 Class Test

4	Types of Strategies – Introduction to Corporate Strategies, Business Strategies, Functional Level Strategies	8	CO3	Classroom Lecture and Online test	Evaluating and applying	Presentation
5	Strategy Implementation and Evaluation- 7-S Framework, Concept of Strategic and operational control. Process of Strategic and operational control	10	CO5	Classroom Lecture	Understanding, Demonstrating, and applying	Presentation

Reference books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Azhar Kazmi & Adela Kazmi	Strategic Management	2018 4th Edition	Rediff Books
2	Frank T. Rotharmel	Strategic Management	3rd	Tata McGraw Hill
3	Thomas L. Wheelen, J. David Hunger	Strategic Management and Business	2013 13th	Pearson Education/Prentice Hall
Online Resources	**Website address**			
1	https://www.coursera.org/courses?query=strategic%20managementBest Strategic Management Courses & Certifications [2023] | Coursera Online Learning			
2	https://pll.harvard.edu/subject/strategic-management			
3	https://open.umn.edu/opentextbooks/textbooks/73			
4	https://onlinelibrary.wiley.com/journal/10970266			
5	https://www.investopedia.com/terms/s/strategic-management.asp			
MOOCS	**Website address**			

1	https://swayam.gov.in/
2	https://www.edx.org/learn/business-administration?hs_analytics_source=referrals&utm_source=mooc.org&utm_medium=referral&utm_campaign=mooc.org-topics
3	https://swayam.gov.in/nc_details/IIMB

Programmed: BBA CBCS – Revised Syllabus w.e.f. – Year 2022 – 2023			
Semester	**Course Code**	**Course Title**	
V	**502**	**Introduction to Operations Research**	
Prepared By		**Dr. Vishal Deshmukh_YMIM**	
Type	**Credits**	**Evaluation**	**Marks**
DSC	**3**	**IE:UE**	**40:60**

Course Objectives:

- To understand the different basic concepts/fundamentals of Operations Research
- To understand the importance of Operations Research Tools which includes Linear
- Programming Problems, Assignment Problems, Transportation Problems, and their implication on Business performance
- To understand the techniques of finding the optimum solution. To understand the Simulation Technique

Course Outcomes(CO)

CO1:To develop the numerical ability to find the Optimum Solution
CO2: To have a clear understanding of various Operations Research techniques and their applications in Business.
CO3: To analyze the importance of Operations Research Techniques in solving real-world problems.
CO4:To apply the Operations Research Models for maximizing profit and minimizing the cost in the business.

Unit	Subunits	Sessions	CO No	Teaching Methodology	Cognition	Evaluation Tools
1	Introduction to Operations Research: Introduction, Historical Background, Meaning, Significance, Scope and Limitations of O.R. Applications of O.R. in Business and Management.	5	CO 1 CO 2	Lecture with PPT, White board	Understand	Quiz, Assignment Questions, Class Test
2	Linear Programming Problem (L.P.P.): Definition and Components of LPP, Formulation of LPP, Solution of LPP by Graphical Method, Examples of Formulation of LPP, Examples of maximization and minimization, Mixed constraints examples	11	CO 1 CO 2 CO 3	Lecture with PPT, White board	Understand Apply Analyze	Quiz, Assignment Questions, Class Test

3	Transportation problems (T.P.): Introduction and Formulation of TP, Initial Basic Feasible Solution (I.B.F.S.) by North West Corner Rule (NWCR), Least Cost Method (LCM),Vogel's Approximation Method (VAM), Checking Optimality by Modified Distribution Method (MODI Method), Degeneracy in TP, Special cases in TP: maximization, unbalanced TP, Working examples	12	CO 1 CO 2	Lecture with PPT, White board	Understand Apply	Quiz, Assignment Questions, Class Test
4	Assignment Problems (A.P.): Meaning, Definition of A.P., Hungarian Method of solving A.P., Assignment Problem for Maximization, minimization. Unbalanced A.P. Working examples	11	CO 3 CO4	Lecture with PPT, White board	Analyze Analysis & Evaluation	Quiz, Assignment Questions, Class Test
5	Simulation: Introduction to simulation, Types of simulation, steps of simulation process, Monte Carlo technique, Simple Working examples. Network Analysis- Network Analysis: Rules of Network Construction, PERT, difference between PERT & CPM.	6	CO 1 CO 2 CO3 CO 4	Lecture with PPT, White board	Understand Apply Analyze Evaluate	Quiz, Assignment Questions, Class Test

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year of Edition	Publisher
01	Sharma J. K.:	Operations Research – Theory and applications		Macmillan Publication
02	R. Panneerselvam	Operations Research		Prentice- Hall of India Pvt. Ltd. New Delhi
03	Hillier and Lieberman	Introduction to Operations Research		Tata McGraw Hill Publishing Company Ltd. New Delhi
04	C.R. Kothari	Introduction to Operations Research		Vikas Publishing House

Online Resources:

Online Resource No.	Website address
1	www.springer.com
2	www.pearson..com
3	www.optimization-online.org

MOOCs:

Resource No.	Website address
1	https://www.mooc.org
2	www.coursera.org
3	www.udemy.com
4	www.syayam.gov.in

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year2022 –2023			
Semester	**Course Code**	**Course Title**	
V	**503**	**ENVIRONMENTAL STUDIES**	
Prepared By		**Ms. Nilofer Amin**	
Type of Course	**Credits**	**Evaluation**	**Marks**
VBC	**4**	**IE: UE**	**40:60**

Course Objectives:

- To Understand the nature and function of the natural environment
- To cater students from diverse disciplinary backgrounds and to sensitize them about the commitment of our nation towards achieving sustainable development goals and addressing global environmental challenges.

Course Outcomes (CO)

After completing the course the students shall be able to

CO1: Understand the importance of Environment in the life of living things.
CO2: Apply the awareness knowledge in taking eco-friendly decisions in society.
CO3: Judge what is right and wrong for the environment in day to day life.
CO4: Analyze the impact of different human activities on environment and its effect.
CO5: Understand the need and way of sustainable development and will pass the knowledge to the next generation.

Unit	Contents	Sessions (Hrs.)	Cos Number	Teaching Methodology	Cognition Level	Evaluation Tools
Humans and the Environment	The man-environment interaction Environmental Ethics and emergence of environmentalism	4	CO1	Class Teaching	Understanding	Class Test
Natural Resources and Sustainable Development	Overview of natural resources, Biotic resources, Water resources, Soil and mineral resources, Energy resources	6	CO4, CO5	Class Teaching	Understanding	Class Test
Environmental Issues: Local, Regional and Global	Environmental issues and scales, Pollution, Land use and Land cover change , Global change	6	CO3	Class Teaching	Understanding	Class Test
Conservation of Biodiversity and Ecosystems	Biodiversity and its distribution, Ecosystems and ecosystem services, Threats to biodiversity and ecosystems, Major conservation policies	6	CO2	Class Teaching	Understanding	Class Test
Environmental Pollution and Health	Understanding pollution:, Air pollution, Water pollution:, Soil pollution and solid waste, Noise pollution, Thermal and Radioactive pollution	6	CO3, CO4	Class Teaching	Understanding	Class Test
Climate Change: Impacts, Adaptation and Mitigation	Understanding climate change, Impacts, vulnerability and adaptation to climate change, Mitigation of climate change	6	CO1, CO3, CO4	Class Teaching	Understanding	Class Test

Environmental Management	Introduction to environmental laws and regulation, Environmental management system Concept of Circular Economy, Life cycle analysis;Cost-benefit analysis, Environmental audit and impact assessment	6	CO2, CO5	Class Teaching	Analyse	Quiz and Case Study
Environmental Treaties and Legislation	An overview of instruments of international cooperation Major International Environmental Agreements Major Indian Environmental Legislations: Major International organisations and initiatives	6	CO1, CO3, CO5	Class Teaching	Analyse	Quiz and Case Study
Case Studies and Field Work	Discussion on one national and one international case study related to the environment and sustainable development. Field visits to identify local/regional environmental issue Participation in plantation drive and nature camps Documentation of campus biodiversity. Campus environmental management activities	30	CO3, CO4, CO5	Field Work and Project	Apply	Project

Assessment pattern as below (Total marks=100)

30 IE - seminar/ assignment/ class test/project
10 IE - Attendance
40 UE -MCQ based university exam
20 UE - field work/Case studies

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Publisher
1	Bharucha Erach	The Biodiversity of India	Mapin Publishing Pvt. Ltd.
2	Agrawal K.C	Environmental Biology	Nidhi Publishers Ltd (2001)
3	Jadhav H and BhosaleV.M.	Environmental Protection and Laws	Himalaya Publishing House.
4	Miller T.G. Jr.	Environmental Science	Wadsworth Publishing Co.
5	Jackson, A. R., & Jackson, J. M. (2000).	Environmental Science: The Natural Environment and Human Impact.	Pearson Education
6	William P. Cunningham and Mary A	Cunningham Environmental Science: A global concern,	Mc-Graw Hill, USA

MOOCs:

Resource No.	Website Address
1	NPTEL
2	Swayam
3	edx.com
4	coursera.com

Programme: BBA CBCS – Revised Syllabus w.e.f – 2022-2023			
Semester	**Course Code**	**Course Title**	
V	**506**	INTERNSHIP - I	
Prepared By		**Dr. Yashwant Kumar_BVIMR & Dr. Pralhad Mudalkar_IMK**	
Type of Course	**Credits**	**Evaluation**	**Marks**
AEC	**4**	IA	100

Course Objectives:

- Assist the student's development of employer-valued skills such as teamwork, communications and attention to detail.
- Expose the student to the environment and expectations of performance in private/public companies or government entities.
- Enhance and/or expand the student's knowledge of a particular area(s).
- Expose the student to professional role models or mentors who will provide the student with support in the early stages of the internship and provide an example of the behaviours expected in the intern's workplace.

Course Outcomes:

CO1: Gain practical understanding of organizational dynamics, applying business concepts to realworld scenarios, and effectively contributing to team projects.
CO2: Develop professional skills in communication, time management, and teamwork through interactions with colleagues, supervisors, and clients during the internship.
CO3: Acquire industry insights and trends, demonstrating critical thinking and problem-solving abilities in analysing business challenges and proposing strategic solutions within the context of the host organization.

Details:

At the end of Semester IV, a student shall be required to start with the Internship – I based on his **First electives** opted by the students. Prepare a project in any one of the functional areas of business i.e. Marketing Management
Human Resource
Management Financial
Management.
International Business Management

Production and Operations Management

Information technology Management

Agri-Business Management

Business Analytics Management

Event Management

Hospitality Management

Project Management

The Summer Internship should be conducted in an organization under the guidance of a faculty member. The duration will be for 60 days. The report is to be prepared and submitted to the institute during the semester V.

GUIDELINES FOR INTERNSHIP FILE

There are certain phases of every Intern's professional development that cannot be effectively taught in the academic environment. These facets can only be learned through direct, on-the-job experience working with successful professionals and experts in the field. The internship program can best be described as an attempt to institutionalize efforts to bridge the gap between the professional world and the academic institutions. Entire effort in internship is in terms of extending the program of education and evaluation beyond the classroom of a university or institution. The educational process in the internship course seeks out and focuses attention on many latent attributes, which do not surface in the normal class room situations. These attributes are intellectual ability, professional judgment and decision making ability, inter-disciplinary approach, skills for data handling, ability in written and oral presentation, sense of responsibility etc.

In order to achieve these objectives, each student will maintain a file (Internship File). The Internship File aims to encourage students to keep a personal record of their learning and achievement throughout the Programme. It can be used as the basis for lifelong learning and for job applications. Items can be drawn from activities completed in the course modules and from the workplace to demonstrate learning and personal development.

The File will assess the student's analytical skills and ability to present supportive evidence, whilst demonstrating understanding of their organization, its needs and their own personal contribution to the organization.

General chaptalization of the report shall be as under;

1) Introduction

2) Theoretical Background

3) Company Profile

4) Research Methodology (Objectives of the study, Scope and Limitations of the study, Sample

Design)

5) Data Analysis & Interpretation

6) Findings & Suggestions

7) Conclusion

References

Annexure

TECHNICAL DETAILS

1. The report shall be printed on A-4 size white bond paper.

2. 12 pt. Times New Roman font shall be used with 1.5 line spacing for typing the report.

3. 1" margin shall be left from all the sides.

4. Considering the environmental issues, students are encouraged to print on both sides of the paper.

5. The report shall be hard bound as per the standard format of the cover page given by the Institute and shall be golden embossed.

6. The report should include a Certificate (on company's letter head) from the company duly signed by the competent authority with the stamp.

7. The report shall be signed by the respective guide(s) & the Director of the Institute 10 (Ten) days before the viva-voce examinations.

8. Student should prepare two hard bound copies of the Summer Internship Project Report and submit one copy in the institute. The other copy of the report is to be kept by the student for their record and future references.

9. In addition to this student should prepare two soft copies of their SIP reports & submit one each in

Training & Placement Department of the Institute &
Library The Internship I shall be assessed out 100
Marks.

- The examiners' panel shall be decided as per the guidelines received from the University.
- The viva –voce shall evaluate the project based on

1. Actual work done by the student in the organization ii. Student's knowledge about the company & Business Environment iii. Learning outcomes for the student iv. Utility of the study to the organization

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year2022 –2023			
Semester	**Course Code**	**Course Title**	
V	**507**	**Media Literacy**	
Type of Course	**Credits**	**Evaluation**	**Marks**
AEC	**1**	**IA**	**100**

Course Objectives:

- Engage in critical thinking regarding the media's role in promoting human rights.
- Recognize ethical challenges encountered by journalists, filmmakers, and other media professionals.
- Comprehend the historical and contemporary aspects of human rights.
- Utilize analytical tools to scrutinize relevant case studies and global trends.
- Evaluate the relationship between human rights and media production.

Course Outcomes: (CO)

After completing the course the students shall be able to

CO1: Evaluate and critically assess various media products tailored for specific audiences.

CO2: Cultivate critical media literacy and skills for analyzing media content.

CO3: Critically evaluate and enhance their own written works.

CO4: Acquire an understanding of ideology within the context of our media system.

CO5: Develop responsible online behavior and skills in navigating the digital environment.

Unit	Sub Unit	Sessions	CO Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	**Introduction to Media Literacy:** Understanding Media Literacy Exploring the concept of media literacy Identifying key skills and concepts related to media literacy **Media Literacy Skills and Key Concepts:** Developing essential skills for media literacy	6	CO1, CO2, CO4	As per the Discretion of the Subject teacher	Understand	As per the Discretion of the Subject teacher

	Grasping key concepts integral to media literacy **Conditions for Media Learning:** Analysing the factors conducive to effective media learning, creating an environment that fosters media literacy **Deconstructing Media and Literacy Expectations:** Breaking down media content to understand its components Exploring expectations related to literacy in the context of media					
2	**Unit 2 - Media and the Social World** **The Media Triangle**: Understanding the interconnected relationships among media, audience, and content, Analyzing the dynamics of the media triangle **Media Logs and Historical Perspectives:** Utilizing media logs to document and understand media consumption, Exploring historical perspectives to comprehend media evolution **Understand, Analyze, and Evaluate:** Finding Hidden Messages, Developing skills to uncover hidden messages in media content, Critically evaluating media messages for deeper meanings **Fake News, Deep Fakes:** Identifying and discerning fake news and deep fakes, Understanding the impact of misinformation in the media landscape	6	CO2, CO4	As per the Discretion of the Subject teacher	Apply	As per the Discretion of the Subject teacher

3	**Unit-3: Uses and Abuses of Digital Media** **Understanding Web 2.0**: Digital Information Literacy, Exploring the characteristics of Web 2.0 and its impact on information literacy, Developing skills to navigate and critically assess digital information. **Digital Storytelling**: Analyzing the art and impact of digital storytelling, Creating and evaluating digital narratives **Online Learning Communities & Connectivism:** Understanding the role of online learning communities in digital media Exploring the concept of connectivism in the digital age	6	CO3, CO5	As per the Discretion of the Subject teacher	Analyse	As per the Discretion of the Subject teacher

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	**Potter**	Media Literacy	2013	Sage
2	McLuhan	Understanding Media: The Extensions of Man	1998	MIT Press
3	Alexander, A. & Hanson J	Taking Sides: Clashing Views in Media and Society	2007	McGraw-Hill

Online Resources:

Online Resources No.	Web site address
1	https://www.futurelearn.com/info/blog/what-is-media-literacy
2	https://www.verywellmind.com/what-is-media-literacy-5214468

MOOCs:

sources .	Web site address
1	SWAYAM
2	COURSERA
3	Alison

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Programme: BBA CBCS –Revised Syllabus w.e.f. - Year 2022 – 2023			
Semester	**Course Code**	**Course Title**	
V	**507**	**Enhancing Personal and Professional Skill**	
Prepared By		**Dr. Hema Mirji_IMED**	
Type	**Credits**	**Evaluation**	**Marks**
AEC	**1**	**IA**	**100**

Course Objectives:

- Develop an understanding of soft skills, social and thinking skills, self-discovery tools, etiquettes, and the importance of stress and time management through practical examples and application in order to improve personal and professional growth
- Cultivate skills for effective collaboration and teamwork in diverse work environments.

Course Outcomes:

CO1: Demonstrate improved soft skills, self-awareness, and time management for personal and professional development.

CO2: Acquire the ability to collaborate effectively in diverse work settings, fostering teamwork and enhancing productivity.

Unit	Topics	Sessions	CO	Teaching Methodology	Evaluation Tools
1	**Unit 1: Introduction to Soft Skills** Skills to Master: Meaning and importance of soft skills, Types of soft skills, Social skills, thinking skills, exhibiting and identifying soft skills, improving soft skills. Self Discovery: SWOT Analysis, JOHARI WINDOW, Developing positive attitude, Examples of positive attitudes, positive attitude and its results, Examples of negative attitudes, Negative attitude and its results.	6	CO1	PPT	Top 60 soft skills, Measure your soft skills

2	Unit 2: Art of Speaking (The Voice) : Importance of voice clarity, Art of public speaking, Modulation, Intonation, Inflection, How to Overcome stage fear. Importance and benefits of public speaking. telephone speaking skills.	6	CO1, CO2	PPT	Extensive exercise to be performed in class room speaking with necessary inputs on grooming, voice modulation eye contact and consistency
3	Unit 3: Etiquette and Mannerism: Introduction: Manners and etiquette, practicing good manners, Professional manners: Social skills, interacting with people. Politeness and amicability, sportiveness, valuing time, respectfulness, Mobile manners, Table etiquettes. Professional etiquettes: Etiquettes at meeting, dining. Technology Etiquettes: Phone, Email, Social media, Video conferencing, Web interviews.	6	CO1, CO2	PPT, Discussion	Analytical questions on etiquettes.
4	Unit 4: Stress and Time Management: Stress Management: Identify the stress source, signs of stress, behavior identified Time Management: The 80:20 rule. Take a good look at the people around you. Sense of time management, Three secrets of time management, Effective scheduling : Grouping of activities, Five steps to successful time management. Overcoming procrastination and time management tips for students.	6	CO2	PPT, Discussion	Test your time management skills.

5	Unit 5 : Team Building and Teamwork: Introduction: Aspects of team building- skills needed for teamwork –A model of team building. Team Vs. Group. Characteristics of effective team. Role of team leader, Inter group collaboration, factors shaping inter-group collaboration.	6	CO1, CO2	PPT, Discussion	Test your teamwork skills.

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company					
1	Dr. K . Alex	Speaking and Writing in English	2017	The Readers Paradise					
2	Ellen Kaye	Maximize Your Presentation Skills: How to Speak, Look, and Act on Your Way to the Top	2002	Currency					
3	Thomson and Martinet	*A practical English Grammar*	1970	The English Language Book Society and Oxford University Press					
4	Wren and Martin,	*English Grammar and Composition*	latest edition	S. Chand, Delhi					
5	Mike Gould	*Cambridge Grammar and Writing*	2019	Cambridge University Press					

		Skills Learner's Book 8							

Online Resources

Online Resources No.	**Web site address**
1	https://www.bvrit.ac.in/Freshman_Lab_Manuals/Professional%20Skills%20&%20Personality%20Development%20Lab/Professional%20Skills%20and%20Personality%20Development(PSPD).pdf
2	https://www.learningtree.com/courses/297/personal-skillstraining-for-professional-excellence/

MOOCs:

Resources No.	**Web site address**
1	Alisons
2	Swayam

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Specialization/Electives

ELECTIVE: Marketing Management

Programme: BBA CBCS – Revised Syllabus w.e.f – 2022-2023			
Semester	**Course Code**	**Course Title**	
V	**MK01**	**Elective-I (Consumer Behaviour)**	
Prepared by:		**Dr. Kirti R. Kadam _ IMK**	
Type	**Credits**	**Evaluation**	**Marks**
DSE	**3**	**IE :UE**	**40:60**

Course Objectives:

- To understand the importance of Consumer Behaviour in the field of Marketing
- To study the environmental influences on the Consumer Behaviour
- To know the consumer and organizational buying decision making process
- To study consumer research and its utility in Marketing Decision Making

Course Outcomes:

CO1: Understand the consumer's attitude towards a particular product / service in a better manner.
CO2: Use the factors that influence the consumer's buying behaviour in determining the marketing mix strategies.
CO3: Identify new market segments to cater to their needs.
CO4: Design effective marketing strategies

Unit	Contents	Sessions (Hrs.)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	**INTRODUCTION** Meaning and definition of consumer behaviour. Meaning of customer, buying role in consumer behaviour- initiator, influencer, decider, buy er and user, B2B vs B2C Behavioural Comparison, Real-life examples of buying roles	05	CO1	Commun icative language teaching,	Remembe r	**Class Test, Quiz, Observation**

2	**Individual Determinants of Consumer Behaviour- Decisions Motivation & Involvement:** Types of Buying Motives, Motive Hierarchy, Dimensions of Involvement **Personality & Self Concept:** Meaning of Personality, Influence on Purchase **Learning & Memory:** Meaning & Principal Elements of Learning, Characteristics of Memory Systems, **Recall Attitudes:** Meaning &Characteristics, Strategies for Changing Attitudes **Consumer Attitude-** meaning of attitude,characteristics of attitude.	15	CO3	Student-Focused Teaching	Understanding	**Presentation, Formative Test**
3	**External determinants of consumer behaviour**: Culture influence, subculture influence, personal influence, social class & reference group influence,	09	CO1	Active Learning	Applying	**Research paper; Practicum or field work; Portfolio**

4	**Consumers' Buying Decision Making Process**: Consumer Satisfaction, Dissatisfaction, Customer Delight, Consumer Complaint Behaviour and Post-Purchase Dissonance. Types of Buying Behaviour: Complex, Extensive, Dissonance Consumer buying Vs. Organizational buying. Consumer Behaviour Models Howard Sheth Model, Nicosia Model, Engel-Kollat-Blackwell Model,	11	CO4	Project-Based Learning	Analysing & evaluating	**Case Study, Test, Rating Scale,**
5	**Diffusion of innovation:** meaning and definition, diffusion process. The adoption process.	04	CO2	Active Learning	Controlling	**Comprehension questions, Oral responses. Test, Quiz, Presentation**

ReferenceBooks:

Sr. No	me of the Author	Title of the Book	Year Addition	Publisher Company
1	David L. Loudon & Albert J. Della Bitta	Consumer Behaviour	4th Edition	Tata McGraw Hill
2	Leon Schiffman, Leslie Kanuk, Ramesh Kumar,	Consumer Behaviour	10th Edition	Pearson
3	Henry Assae	Consumer Behaviour & Marketing Action		Thompson Learning

OnlineResources:

Online Resources	Website address
1	https://onlinelibrary.wiley.com/journal/14791838
2	https://www.westburn-publishers.com/journals/customer-b
3	www.mheducation.com/hoghered/category.10366

MOOCs:

MOOCS	Website address
1	https://swayam.gov.in/course/3578-consumer-behaviour
2	https://alison.com/courses/applied-psychology-understanding-models-ofconsumerbehavior/content

ELECTIVE: Financial Management

Programme: BBA SEM V CBCS– Revised Syllabus w.e.f.-Year2022 –2023			
Semester	**Course Code**	**Course Title**	
V	**FM01**	**Investment Analysis and Portfolio Management**	
Prepared by		**Manjushri Kadam_IMK**	
Type of Course	**Credits**	**Evaluation**	**Marks**
DSE	**3**	**IE: UE**	**40:60**

Course Objectives:

- Comprehensive Understanding of Capital Markets
- Analytical Skills for Investment Decision-Making
- Risk and Return Evaluation
- Portfolio Management Fundamentals
- Theoretical and Practical Aspects of Portfolio Management

Course Outcomes:

CO1: The student will understand the capital market and various Instruments for Investment.
CO2: The student will be able to analyse the Economy, Industry and Company framework for Investment Management.
CO3: The student will be able to measure the risk and return of stock or portfolio position.
CO4: The student will understand Portfolio management framework
CO5: The student will learn the theories of Portfolio management and also the tools and techniques for efficient portfolio management

Unit	Subunits	Session (hrs.)	CO Number	Teaching Methodology	Cognition	Evaluation Tools
1 **Securities Market: Primary and Secondary Market**	Securities Market-Meaning, Capital Market-Primary Market & Secondary Market,Its function and operations ,Stock Exchange-BSE and NSE,Indices,SEBI-: Objective ,Powers and Functions Concepts of Investment, Objectives of Investment, Various Alternatives of Investments, Investment Process, Financial Investments vs. Real Investments, Differentiate Investment, Speculation and Gambling.	8	CO1	Lecture ,Presentations	Remember	Test/Quiz,
2 **Security Analysis** :	Fundamental Analysis: Economic Analysis, Industry Analysis, Company Analysis Technical Analysis : Basic Principles of Technical Analysis, Use of Charts : Line Chart, Bar Chart ,Candlestick Chart ,Moving Average Fundamental V/s Technical	7	CO2	Lecture, Presentations	Analyze & Application	Class Test

	Analysis					
3 **Risk-Return Relationship**:	Meaning ,Types of Risk –Systematic and Unsystematic Risk ,Measurement of Beta, Standard Deviation ,Variance. Practical Problems on Calculation of Standard Deviation ,Variance and Beta.	15	CO3	Problems and Numericals	Apply	Case Studies
4 **Portfolio Management**	Meaning and Concept Process of Portfolio Management, Objectives Factors affecting Investment Decision in Portfolio Management	8	CO4	Lecture ,Presentations	Understand	Assignment
5 **Portfolio Theories & Models**	CAPM – Fundamental Notions of Portfolio Theory, Assumption of CAPM, Efficient Frontier with Riskless Lending and Borrowing, Capital Market Line, Security Market Line and Pricing of Securities with CAPM. B) Arbitrage Pricing Theory (APT) – The Return Generating Model, Factors Affecting Stock Return, Expected Return on Stock, APT V/s CAPM.	7	CO5	Lecture ,Presentations	Analyze	Class Test

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	E. Fischer Donald , J. Jordan Ronald , K. Pradhan Ashwini	Security Analysis Portfolio	Pearson 2018, Education 7th edition	Pearson Education
2	Prasanna Chandra	Investment Analysis and Portfolio Management	2012, 4th Edition	Tata McGraw Hill, New Delhi
3	Bhalla, V.K.	Investment Management: Security Analysis and Portfolio Management	2010, 17th Edition	S.Chand& Sons,
4	Avadhani V A	Investment Analysis and Portfolio Management	2016, 10th Edition	Himalaya Publishing House
5	Sharpe, W.F., Alexander, G.J. & Bailey, J	Investment Analysis	2017,(6th edition),	Prentice Hall of India.

Online Resources:

Online Resources No.	Web site address
1	https://www.nseindia.com
2	https://www.moneycontrol.com
3	https://www.rbi.org.in
4	https://www.investopedia.com
5	https://www.nseindia.com

MOOCs:

Sources	Web site address
1	https://swayam.gov.in
2	https://www.edx.org
3	https://alison.com/certificate-courses

ELECTIVE: Human Resource Management

Programme: BBA CBCS – Revised Syllabus w.e.f – 2022-2023			
Semester	**Course Code**	**Course Title**	
V	**HR E (01)**	**Training and Development**	
Prepared By		**Dr. Pravin Mane_IMED**	
Type	**Credits**	**Evaluation**	**Marks**
DSE	**3**	**IE: UE**	**40:60**

Course Objectives:

Objectives of the course:

1. To familiarize the students with the concept and practice of Training and Development and its role in modern management.
2. To understand the various methods and applications of Training and Development

Course Outcomes:

Students will be able to design, implement, and evaluate training programs effectively to enhance organizational performance and employee development.

Unit	Sub Unit	Sessions (Hrs.)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Concept of training, terms - education Knowledge, Skills, attitudes, need of training, importance, objectives of training, ADDIE model, Principles of training, concept of executive development: Objectives, importance, process of	12	CO1	Lectures, Discussions	Understand Describe	Quiz Objective based class test

	executive development					
2	Training needs analysis (TNA): Meaning and purpose of TNA, TNA at different levels, Process of TNA, output of TNA, setting training objectives, Learning theories – Reinforcement, Social learning, expectancy theory, goal theory	12	CO1	Lectures, Discussions Case Study	Und erstand Describe	Quiz, Case study
3	Training and Development methods : On-the-Job & Off-the-job, job instructions training, apprenticeship, internship, demonstrations, self-directed learning, coaching, job rotation, project assignment, simulation methods, lectures, case studies, group discussion, conferences, role playing, management games, in basket exercise, sensitivity training, vestibule training, e- training.	12	CO1	Lectures, Discussions	Understand Describe	Quiz, Case study, Assignment

4	Designing training programme – considerations in designing effective training programs selection of trainers, criteria of selection of methods, selecting and preparing the training site, training material & aids, ,use of technology in training	12	CO1	Lectures, Discussions	Apply Analyse	Case study Project
5	Evaluation of training – Need for evaluating training, Kirkpatrick evaluation criteria – reactions, learning, behavior, results, ROI, Cost-benefits analysis	12	CO1	Lectures, Discussions	Apply Analyse	Case study

Sr. No.	**Name of the Author**	**Title of the Book**	**Publisher Company**
1	Noe, Raymond A., and Amitabh DeoKodwani	Employee Training and Development	Tata McGraw Hill.
2	Blanchard, P. Nick, James W. Thacker and V. Anand Ram, Prior, John, Handbook of t,	Effective Training: Systems, Strategies, and Practices,	Dorling Kindersley (India) Pvt. Ltd. .
3	Prior, John,	Handbook of Training and Development	Jaico Publishing House, Bombay

Online Resources	
Resources No.	**Web site address**
1	https://www.researchgate.net/profile/J_Ford/publication/209409925_Transfer_of_Training_A_Review_and_Directions_for_Future_Research/links/565da94908aefe619b266a51.pdf

MOOCS	
No.	**Web site address**
1	Diploma in Workplace Safety & Health (Advance Learning).
2	Human Resources (Open2Study).
3	Preparing to Manage Human Resources (Coursera)

ELECTIVE: International Business Management

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year2022 –2023			
Semester	**Course Code**	**Course Title**	
V	**IB01**	**Regulatory Aspects of International Business**	
Type of Course	**Credits**	**Evaluation**	**Marks**
DSE	**3**	**IE:UE**	**40:60**

Course Objectives:

- To equip students with a thorough understanding of the legal, regulatory, and monetary aspects of international business transactions.
- To develop analytical skills in applying legal frameworks to cross-border trade scenarios.
- To enhance students' awareness of the Indian regulatory landscape in the context of international business.

Course Outcomes:

After completing the course the students shall be able to

CO1: Analyzing and Navigating Legal and Regulatory Challenges

CO2: Comprehensive Understanding of Monetary Systems and Agreements

CO3: Application of Knowledge to Real-World Scenarios.

Unit	Sub Unit	Sessions	CO Number	Teaching Methodology	Cognition Level	Evaluation Tools
1 Introduction	International Business Transactions – International Law – Nature, its Importance, Types of International Law, Choice of Law, Conflict of Laws	10	CO1	As per the discretion of the teacher	Understand	As per the discretion of the teacher

2 Framework of Statutes Governing Cross - Border Trade	Framework of Statutes that govern cross border trade, Statutes framed by country of origin of transaction & International Guidelines	10	CO2	As per the discretion of the teacher	Remember	As per the discretion of the teacher
3 International Banking	Regulation of International Banking, High Financial gearing, BCCI International affair, Bank for International Settlement	10	CO2	As per the discretion of the teacher	Analyse	As per the discretion of the teacher
4 Monetary System Regulations	Regulation of Monetary System, Period between wars, Bretton Woods, Euro, Smithsonian Agreement, Regulatory Arbitrage, Currency Board	10	CO3	As per the discretion of the teacher	Evaluate	As per the discretion of the teacher
5 Indian Scenario: Regulation and Dereg	Indian Scenario – Process of Regulation & Deregulation, Exchange Control Manual, An Introduction to FEMA, FEDAI Role & Rules, UCPDC – ICC	10	CO3	As per the discretion of the teacher	Apply	As per the discretion of the teacher

ulatio n	Publication, URC – ICC Publication Important Clauses & Interpretation, Framework of Statutes that govern cross border trade, Statutes framed by country of origin of transaction & International Guidelines					

Reference Books:

Sr. No.	me of the Author	Title of the Book	Year Edition	Publisher Company
1	John Braithwaite	Global Business Regulations	2000	Cambridge University Press
2	Wolters Kluwer	Legal & Ethical Aspects of International	2014	Wolters Kluwer Law & Business
3	Eric L. Richards	Regulatory requirements under FEMA 1999 VolI FEDAI Publication	2008	FEDAI Publications,Govt.of India

Online Resources:

Online Resources No.	Web site address
1	http://www.ipindia.nic.in/
2	https://udyamregistration.gov.in/docs/nic_2008_17apr09.pdf
3	https://dgft.gov.in/CP/
4	https://www.trademap.org/
5	https://www.google.co.in/books/edition/International_Banking_Legal_Regulatory_A/IhYsJqiKj8EC?hl=en&gbpv=1&dq=regulatory%2Baspects%2Bof%2Binternational%2B%2Bbusiness%2Bbooks%2Bindian%2Bauthor&printsec=frontcover

MOOCs:

sources .	Web site address
1	https://www.edx.org/learn/international-trade

2	http://www.openlearning.com/courses/GFML3073/

Elective: Production and Operations Management

Programme: BBA CBCS – Revised Syllabus w.e.f – 2022-2023			
Semester	**Course Code**	**Course Title**	
V	**PM 01**	**Quality Management**	
Prepared By		**Dr. Gandhali Kharge_IMED**	
Type	**Credits**	**Evaluation**	**Marks**
DSE	**3**	**IE:UE**	**40:60**

Course Objectives:

- To understand basic concepts of Quality Management.
- To recognize and relate customer satisfaction with Quality parameters of product and services.
- To analyse various Quality Tools and Techniques for choosing appropriate tool.
- To design strategy for customer satisfaction through Total Quality Management.
- To evaluate suitable quality standard system and design implementation strategy.

Course Outcomes: (CO)

Through learning this course students will be able
CO1: To understand basic concept of quality management and know the importance of it.
CO2: To examine the impact of quality parameters on customer satisfaction.
CO3: To understand the various tools and techniques of use of those in industry.
CO4: To design the quality management strategy.
CO5: To understand the criteria for various national and international quality awards and certifications. Further students can evaluate suitable standards of quality for industry.

Unit	Contents	Sessions (Hrs.)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1 Introduction to Quality Management:	Basic Concepts: Definition of Quality, Dimensions of Quality, Quality Objectives, Evolution of Quality Management, Quality Control Vs Quality Assurance,	8	CO1	Lecture, Group Discussion	Remembering	Internal Exam, Assignments, Class Tests, Case Studies, Class

	Cost of Quality and Cost of Poor Quality					Participation, etc.
2 Customer focused Quality:	Importance of Customer Satisfaction, Customer driven Quality Cycle, ACSI Model, Kano's Model, SERVQUAL Model	8	CO2	Lecture, Case-Study	Understandi ng,	
3 Total Quality Management Tools:	Juran's Trilogy, PDCA Cycle, 5S, Quality Function Deployment (QFD), Poka- Yoke, KAIZEN	9	CO 3	Lecture, Examples of successful implementation of TQM (Videos, articles, etc.)	Applying	
4 Six Sigma:	Features of Six Sigma, Goals of Six Sigma, DEMAIC, Six Sigma Implementation	9	CO4	Lecture, Case Study	Analysing	
5 Quality Awards and Quality Standards	Quality Awards: Categories and Criteria for- Juran Award, Malcolm Baldrige Award, Demin g Prize, Rajiv	11	CO5	Lecture, Activity (Design a strategy to get award or certification for a particular product or service)	Evaluating, Creating	

	Gandhi National Quality Award Quality Standards: ISO9001:2015, ISO 14000, TS16949					

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	P. N. Mukherjee	Total Quality Management	2006	PHI Learning Pvt. Ltd.
2	Gopalkrishnan N.	Simplified Six Sigma: Methodology, Tools and Implementation	2012	PHI Learning Pvt. Ltd.
3	N. Logothetis	Managing for Total Quality		Prentice Hall; International Ed Edition
Online Resources	**Website address**			
1	https://isoupdate.com/standards/iso-ts-16949/			
2	https://www.iso.org			
3	https://www.6sigma.us/six-sigma.php			
MOOCS	**Website address**			
1	www.swayam.gov			
2	www.udemy.com			
3	www.coursera.com			

ELECTIVE: Information Technology Management

Programme: BBA CBCS – Revised Syllabus w.e.f – 2022-2023			
Semester	**Course Code**	**Course Title**	
V	**IT 01**	**System Analysis & Design**	
Prepared By		**Dr. Shabnam Mahat_AKIMS**	
Type	**Credits**	**Evaluation**	**Marks**
DSE	**3**	**IE:UE**	**40:60**

Course Objectives:

- The objective of this course is to provide adequate understanding of systems concept, system analysis, and systems design, which would help them in having efficient and workable information system for management.
- To provide an understanding of the role of system analysis and design within various systems development stages.
- To understand the activities of the management and systems analyst, and in the overall development of system.
- To develop an understanding of how to migrate old data within newly developed system with the help of various techniques.
- Working in a group which carried out a system development projects.

Course Outcomes: (CO)

Upon completion of this course, the students will be able to

CO1: Understand an information system and the system development life cycle.

CO2: To convert system requirements into technical specification.

CO3: To develop creative approaches that might be taken to systems design.

Unit	Contents	Sessions (Hrs.)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	**System Concepts:** Introduction, Characteristics of System, Elements of System, Types of System: Physical and Abstract System, Open and Closed Systems, Man-made Systems; etc. Information systems: TPS, OAS, MIS, DSS, ESS; **System Analyst:** Role and need of system analyst, System Analyst as an agent of change. Role of Software development firmsSAP, ORACLE, BAAN, PEOPLESOFT, MICROSOFT and GOOGLE in providing ERP and Business Intelligent Software/System	8	CO 1	Lecture with Ppts &Quiz	Understand	Quiz End Term Internals: Short Answers

2	System Development Life Cycle Introduction to SDLC, Various phases:analysis, design, development, testing, implementation, maintenance; System documentation: Types of documentation and their importance. SDLC model: Waterfall Model, RAD Model Spiral Model, Agile Model, Prototype Model, Big bang model	10	CO 1,CO 3	Lecture with practical questions based on Cases Study	Analysis, Evaluate, Create	Group Activity to prepare SDLC for any organization , End Term: Short case and situation based questions / Applied Questions
3	**System Planning and Feasibility Study**: Initial Investigations, Identification of user needs, Project Identification and Selection; Needs of Information Gathering, Determination of requirements, Information gathering tools: interviews, group communication,	10	CO 2, CO 3	Lecture with practical questions based on Cases Study	Understand , Analysis,	Group Activity to prepare the SDP & F report, End Term: Short case and situation based questions / Applied Questions

	questionnaires, presentations and site visits. **Feasibility Study:** Importance of Feasibility Study, Analysis Various Consideration while conducting Feasibility Study Steps of Conducting Feasibility Study, Types of feasibility study,					
4	**Cost-Benefit Analysis:** Tools and Techniques. Prepare System Development Planning and Feasibility report for any organisation. **Tools for System Analysis:** Data Flow Diagram (DFD), Logical and Physical DFDs, Developing DFD; System Flowcharts and Structured charts, Structured English, Decision trees and Decision tables	10	CO 2, CO 3	Lecture with practical questions based on Cases Study	Analysis, Evaluate, Create	Group Activity to prepare the DFD for any organization, End Term: Short case and situation based questions / Applied Questions

5	**System Design:** Module specifications, Module Coupling and cohesion, Top-down and bottom-up design; Logical and Physical design, Structured design. **Input design:** Input data, Input media and devices; **Output design:** Form Design: Classification of forms, Requirements of Form design.	7	CO 2, CO 3	Lecture with practical questions based on Cases Study	Analysis, Evaluate, Create	Group Activity to prepare IP/OP design for any organization, End Term: Short case and situation based questions / Applied Questions

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1	Avison, D. and Fitzgerald, G.	Information systems development: methodologies, techniques and tools		McGraw-Hill
2	Elias M Awad	System Analysis and Design	Second Edition	Elisa M. Award
3	Silver and Silver	System Analysis and Design,		Addison Wesley
4	r Hawryszkiewycz	oduction to System Analysis and Design	2000, 5th edition	Pearson Education Australia
5	_____ ry B. Shelly Thomas J. Cashman , Harry J. Rosenblatt	tems Analysis and Design,	2003, Fifth Edition	Course Technology

Online Resources	Website address
1	https://www.auhd.edu.ye/upfiles/elibrary/Azal2020-01-22-12-35-12-90529.pdf
2	https://bdebooks.com/books/system-analysis-and-design-6672-by-bteb-books/
3	https://www.academia.edu/35406925/System_Analysis_And_Design_pdf
4	http://projanco.com/Library/Systems%20Analysis%20and%20Design-An%20ObjectOriented%20Approach%20with%20UML-2015.pdf
MOOCS	**Website address**
1	https://swayam.gov.in/
2	https://www.coursera.org/

ELECTIVE: Agribusiness Management

Programme: BBA CBCS – Revised Syllabus w.e.f – 2022-2023			
Semester	**Course Code**	**Course Title**	
V	**AM01**	**Rural Marketing**	
Prepared by		**Dr.Sanjay Manocha_BVIMR**	
Type	**Credits**	**Evaluation**	**Marks**
DSE	**3**	**IE: UE**	**40:60**

Course Objectives:

- Create a solid foundation of knowledge for rural marketing fundamentals.
- Critically appraise the existing literature related to the rural marketing environment, both nationally and globally.
- Develop an increased awareness for rural marketing in promoting products.
- Develop the ability for understanding and appreciating the innovations being made for rural markets.
- Develop a product's rural marketing campaign.

Course Outcomes: (CO)

CO1: To understand Rural Market & rural customer.
CO2: Able to understand the fundamentals of rural marketing.
CO3: To understand the marketing mix in promoting products in rural markets.
CO4; To understand the technological advancements being made for rural markets
CO5: Learn to apply knowledge developing marketing campaign for promoting products in rural markets

Unit	Contents	Sessions (Hrs.)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Rural Consumer, Characteristics of Rural Consumers, Rural Consumer Behaviour, Factors Affecting Rural Consumer Behaviour, Rural Market Profile: Segmenting the Rural Market, Targeting and Positioning.	8	CO1	PPT and discussion	Understand	CES (Class test or assignment or End term internal)

2	Indian rural market definition, nature, size, and scope, Significance of Rural Marketing -- Factors contributing to Growth of rural markets --- Components and classification of Rural markets, Rural demand, purchasing attributes, Rural marketing environment and Problems in rural marketing.	9	CO2	PPT and discussion	Understand	CES (Quiz or test or Flip class)
3	Marketing Mix in Rural Markets: Product, its significance, Concept and Product Mix Decisions, Pricing Strategy: Objectives, Policies and Strategies, Promotion: Advertising, Sales Promotions Communication in Rural marketing, language and Culture Distribution Strategies, Channels of Distribution, Role of Co-operative, Government, Financial Institutions, Public Sector Undertakings, Regulated Markets and Public Distribution Systems. Success stories of Agrientrepreneurs like Pramod Gautam, Sachin Kale, Harish Dhandev, Vishwanath Bobade, Rajiv Bittu etc.	12	CO3	PPT& Case studies	Analyse	End term internal
4	Innovation in Rural Markets: Its Importance and Initiatives, The intervention of IT in Rural Markets: Importance, Recent	6	CO4	PPT, & ThinkPair-Share (TPS)	Evaluate	End term internal

	Innovation in marketing and distribution in Rural India (Research writings)					
5	Communication Challenges in Rural Areas Creating an effective profile of the target audience, deciding on communication goals, preparing the message, picking the channels to use for communication, and choosing the mix of promotions, Developing marketing materials for rural audiences mass media, alternative media, individualised media, rural media, media innovation, and the impact of consumer behaviour on communication methods.	8	CO5	PPT& ThinkPair-Share (TPS)	Create	CES (Flip class or End term internal)

Reference books

S.no	Name of the Author	Title of the Book	Year Additio n	Publisher Company
1	R.V. Badi, N.V.Badi	Rural Marketing	2017	Himalaya publishing house
2	Balram Dogra, Karminder Ghuman	Rural Marketing: Concepts and Practices	2010	Tata McGraw Hill Education Pvt Limited
3	C. S. G. Krishnamacharyul u	Rural Marketing : Text And Cases 2nd Edn	2010	Pearson Education India
4	S. L. Gupta	Rural Marketing : Text And Cases	2004	Wisdom Publications
5	T P Gopalaswamy	Rural Marketing - Environment,	2009	Vikas Publishing House

		Problems and Strategies, 3/e		
6	DebarunChakraba orty, Soumya Kanti Dhara, Adrinil Santra	Rural Marketing in India: Texts and Cases	2021	Atlantic Publishers
7	R.V. Rajan	Don't Flirt with Rural Marketing	2013	Productivity and Quality Publishing Private Ltd

Online Resources	**Website address**
1	https://hbr.org/2016/12/how-unilever-reaches-rural-consumers-in-emerging-markets
2	https://www.researchgate.net/publication/361901564_Rural_Marketing_Problems_Strategies
3	https://www.tutorialspoint.com/rural_marketing/rural_marketing_in_indian_economy.htm#:~:text=Rural%20marketing%20determines%20the%20carrier,from%20rural%20to%20urba n%20areas.
4	https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3138396
5	https://www.researchpublish.com/upload/book/Era%20of%20Indian%20Rural%20Market-6880.pdf

MOOCS	**Website address**
1	https://www.udemy.com/course/rural-marketing-promote-advertise-and-distribute/
2	https://www.edx.org/learn/environmental-science/world-bank-group-e-learning-on-digitalagriculture
3	https://www.edx.org/learn/social-science/delft-university-of-technology-ruralizationcreating-opportunities-for-new-generations-in-rural-areas
4	https://www.mooc-list.com/course/ruralization-creating-new-opportunities-rural-areas-edx
5	https://www.futurelearn.com/courses/social-innovation-in-rural-areas

ELECTIVE: Retail Management

Programme: BBA CBCS – Revised Syllabus w.e.f – 2022-2023			
Semester	**Course Code**	**Course Title**	
V	**RO1**	**Introduction to Retailing**	
Prepared By		Dr Evelina Brajesh Sahay	
Type	**Credits**	**Evaluation**	**Marks**
DSC	**3**	**IE:UE**	**40:60**

Course Objectives:

- To provide a comprehensive understanding of the retail industry, including its significance in the global economy, evolution, and various components.
- To familiarize students with the fundamentals of retail management, including merchandising and marketing.
- To explore contemporary issues and trends in retailing, such as e-commerce, sustainability, and ethical considerations
- To prepare students for various career profiles in the retail sector and understand the requisite skills for each role.

Course Outcomes:

CO1: Gain conceptual Understanding of Retailing and its key functions.
CO2: Explain the significance of retailing in the global economy and apply the fundamental principles of retail management, merchandising, and marketing.
CO3: Apply contemporary retail practices and strategies to real-world scenarios, demonstrating an understanding of issues like sustainability, Omni channel retailing, and technology trends.
CO4: Analyse the impact of evolving trends in the retail industry, evaluating their effects on consumer behaviour, supply chain management, and the overall success of retail businesses.

Unit	Sub Unit	Sessions (Hrs.)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1 **Introduction to Retailing & Retail Environment**	Definition and Scope of Retailing, Historical Evolution of Retailing, Evolution of Indian Retail, Organized vs. Unorganized Retail, Structure of Organized	7	CO1 & CO2	Lectures, Case Study and Historical Analysis of the Retail Sector	Remembering /Understanding	Internal Assessment/ University Exam

	Retail, Importance of Retail to the Economy,					
	Challenges Faced in Organized Retail, Growth prospects in Organized Retail, Understanding Retail Terminology, Major Retail Players in India & abroad.					
2 **Formats & Segments**	Formats & Segments Retail Formats (Hypermarkets, Supermarkets, Discount Stores, Convenience Stores, Department Stores Specialty Stores, E-Tailing, Malls etc.); Product Retail Segments (Consumer Durables, Home Appliances/equipment's , Professional Care Services, Pharmaceuticals, Food & Grocery, Books, Music & Gifts, Entertainment, Footwear etc.); Core Processes (Store Operations, Merchandising, Logistics, Marketing, Purchase, Corporate services & Others**.**	8	CO1	Lecture with Interactive discussion, Group-activities/Role Play	Understand and apply	Internal Assessment/ University Exam

3 **Understanding the Demand Drivers & Success Factors**	Demand Drivers (Demographics, Increasing Purchasing Power, Increasing Participation of Women in the workforce, Penetration of Credit Tools (Debit / Credit Card) , Urbanization etc.); Success Factors (Efficient Supply Chains, Ability to penetrate rural market, Leveraging Technology, Customized solutions, Investing in retail brand (store brand), Customer Relationship Management etc.	6	CO2	Classroom Lectures with Case studies and real-life examples	Analyse/ Evaluate	Internal Assessment / University Exam
4 **Contemporary Practices in Retail**	Omni channel Retailing, Sustainable Retailing, Technology Trends in Retail etc.	5	CO 4	Classroom Lectures / Presentation (Research Assignment for contemporary practices)	Analyse and Eva -luate	Internal Assessment/ University Exam
5 **Career Profiles**	Organization Structure; Skills needed for various retail work profiles. (Sales Associates, Customer Service Representative, Store Manager, Department Manager, Category Manager Retail Manager, Brand Manager,	4	CO3	Classroom Lectures / Presentation / Retail Visit	Apply	Internal Assessment//Un iversity Exam

	Merchandisers, Store Manager etc.)					

Reference Books

Sr. **No.**	Name of the Author	Title of the Book	Year Addition	Publisher Company
1	Chetan Bajaj, Rajnish Tuli and Nidhi Varma Srivastava	Retail Management,	2016	Oxford University Press **ISBN**-10 0199467447 **ISBN**-13 978-0199467440
2	Swapna Pradhan	Retailing Management - Text And Cases	2012	Mcgraw-Hill Education **SBN**-10 1259004910 **ISBN**-13 978-1259004919
3	Piyush Kumar Sinha and Dwarika Prasad Uniyal	Managing Retailing	2018	Oxford University press, **ISBN:** 9780199488827

Online Resources	**Website address**
1	https://www.retaildogma.com/learn/
2	https://www.tutorialspoint.com/retail_management/retail_management_useful_re sources.htm
3	https://www.smartsheet.com/retail-management-101
MOOCS	**Website address**
1	https://www.classcentral.com/course/wharton-retail-marketing-strategy-48077
2	https://www.coursera.org/courses?query=retail
3	https://www.open.edu/openlearn/free-courses/full-catalogue

ELECTIVE: Project Management

Programme: BBA CBCS–Revised Syllabus w.e.f.-Year 2022–2023			
Semester	**Course Code**	**Course Title**	
V	**PR01**	**Project Risk Management**	
Prepared By		**Dr. Rajita Dixit_CDOE**	
Type	**Credits**	**Evaluation**	**Marks**
DSE	**3**	**IE:UE**	**40:60**

Course Objectives:

- To understand how to apply customizable, industry-robust Templates to create a Risk Management Plan and Risk Register.
- To understand how to Use Qualitative Risk analysis process to Identify Risk Exposure.
- To understand how to Translate Risk into actual Time and Cost impact using proven Quantitative Risk Analysis Tools.
- To understand how to Utilize Technique to Design your Risk Response Strategies

Course Outcomes:

CO1: Understand the concepts and key terms related to Project Risk Management
CO2: Identify and measure risks in Project development that could impact the Project.
CO3: Conduct qualitative and quantitative risk analysis and create response strategies to manage and mitigate project risks effectively.
CO4: Create Risk Management Plan.

Unit	**Sub units**	**Sessions (Hrs)**	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1 Introduction to Project Risk Management	Background to Risk Management, Definitions of Risk and key terms, Risk as threat and opportunity, Risk management policy and processes. Risk management responsibilities	9	CO1	Lecture with Ppts Quiz	Understand	Quiz End Term Internals: Short Answers
2 Risk Management Planning	Risk Management Planning Process, Inputs to Risk Planning, Techniques for Risk Planning, Tailoring the Risk Register, Define	9	CO1& CO4	Lecture with Ppts Case Study	Apply (Analyse) Create	Case Study , End Term: Applied Questions

	Roles and Responsibilities, Develop Project Risk Management Plan					
3 Identify Risks	Risk identification process, Techniques in risk identification: Assumption Analysis, Constraint Analysis, checklists, brain storming, interviews, SWOT analysis, Delphi techniques, use of historical data	9	CO2	Lecture with PPTs Case Study	Analyze	Case Study with Presentations End Term Exams: Case based Questions/Applied Questions
4 Risk Analysis	Risk Analysis Process, Define Quantitative Risk Analysis: Probability distribution function, Monte Carlo analysis, correlation, decision tree, Qualitative risk analysis: , Creating a risk breakdown structure for risk categorization , analyzing projects risks for probability and impact, creating probability and impact matrix, prioritize risks, define risk register and updating risk register	9	CO3	Lectures with PPTs Cases	Analyze	End Term Exam: Short case and situation based questions

5 Planning Risk Responses	Strategies for responding to threats , Strategies for responding to opportunities, Creating risk response for every project risk, identifying financial resources to support planned risks, documenting risk responses and updating the risk register.	9	CO3	Lecture Case Activity	Create	Case Presentation Activity End Term: Theory Applied

Reference Books:

Sr. No.	**Name of the Author**	**Title of the Book**	**Year Addition**	**Publisher Company**
1	Tom Kendrik	Identifying and Managing Project Risk	3rd edition (16 April 2015)	AMACOM, United Kingdom
2	Michel Crouhy	The Essentials of Risk Management	2nd Edition 2015	McGraw-Hill Education; 2nd edition, USA
3	Yadav Manoj	101 Secrets of Project Risk Management	1st Edition 2016	Vitasta Publishing Pvt.Ltd
MOOCS	**Website address**			
1	https://www.pmi.org/-/media/pmi/documents/public/pdf/certifications/practice-standard-project-risk-management.pdf?v=1e0b5985-74af-4c57-963c-b91a9af6fecb			
2	https://www.edureka.co/blog/project-risk-management/			
3	https://www.oreilly.com/library/view/pmp-project-management/9780470479582/9780470479582_monitor_and_control_risks.html			

ELECTIVE: Business Analytics Management

Programme: BBA CBCS – Revised Syllabus w.e.f – 2022-2023			
Semester	**Course Code**	**Course Title**	
V	BA 01	**Business Analytics for Managers**	
Prepared By		**Dr. Dhanashri Sahastrabudhe_IMRDA**	
Type	**Credits**	**Evaluation**	**Marks**
DSE	**3**	**IE:UE**	**40:60**

Course Objectives:

- Understand the role of Business Analytics in various business management concepts, business activities and theories, as well as process of decision making in these activities.
- Understand different Information Technology Operations involved in Analytics Process.
- Design a Business Analytics model to be applied to a given business scenario.
- Understanding various sources of information, its quality and role in decision making in a business.
- Integrating Business Analytics Model and Strategies with various scenarios in business.
- Understanding role of business analyst in business.
- Understanding concept of Data Warehouse.

Course Outcomes: (CO)

The student will be able to understand –
CO1: Role of data / information in business decision making.
CO2: Role and process of analytics in business decision making.
CO3: Usage of Information Technology in business.

Unit	Contents	Sessions (Hrs.)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	**Business Analytics Model -** Overview of the Business Analytics Model - Strategy Creation, Business Processes and Information Use, Types of Reporting and Analytical Processes, Data Warehouse, Data Sources: IT Operations and Development Deployment of the Business Analytics Model, Case Study:	8	CO 1, CO 2	Lecture, Case study,	Understand	Short Answers, quiz

	How to Make an Information Strategy for a Radio Station					
2	**Business Analytics at the Strategic Level-** Link between Strategy and the Deployment of Business Analytics, Four Scenarios for Strategy and Business Analytics, Information to be Prioritized, The Product and Innovation Perspective, Customer Relations Perspective, The Operational Excellence Perspective	8	CO 1, CO 2	Lecture, Case study	Understand	Short Answers, quiz

3	**Development and Deployment of Informationat the Functional Level-** Case Study: A Trip to the Summerhouse- Specification of Requirements, Technical Support, Lead and Lag Information, Rockart Model, Example: Establishing New Business Processes with the Rockart Model with different levels, Optimizing Existing Business Processes with example, Concept of Performance Management, Customer Relationship Management Activities, Campaign Management, Product Development, Web Log Analyses, Pricing, Human Resource Development, Corporate Performance Management, Finance, Inventory Management, Supply Chain Management, Lean, A Catalogue of Ideas with Key Performance Indicators for the Company's Different Functions. **Sources of Data** - What Are Source Systems, and Usesof Data, Selecting proper information for task, Failure in	9	CO 3	Lecture, problem solution, Case Study	Understand, Apply, Analyse, Create	Short Answers, Quiz

	Quality of data collected from different Sources of Data					
4	**Business Analytics at the Analytical Level**–Difference between Data, Information, and Knowledge, Analyst's Role in the Business Analytics Model, Three Requirements the Analyst Must Meet - Business Competencies, Tool Kit Must Be in Order (Method competencies), Technical Understanding (Data Competencies), Required Competencies for the Analyst, Analytical Methods (Information Domains), Different Analytical Method and its Selection	10	CO2	Lecture, Case Study	Understand, Apply	Short Answers, quiz
5	**Business Analytics at the Data Warehouse Level –**Concept of Data Warehouse, Architecture and Processes in a Data Warehouse, Selection of Certain Columns To Be Loaded, Staging Area and Operational Data Stores, Causes and Effects of Poor Data Quality. The Data Warehouse: Functions, Components,and Examples Alternative Ways of Storing Data, Tips and Techniques in Data	10	CO1, CO2	Lecture, Case Study	Understand, Apply	Short Answers, quiz

	Warehousing, Business Analytics in the Future, Data Structure and Data Views, Use of excel functions, Data Visualization					

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1	Gert H.N. Laursen, Jesper Thorlund	Business Analytics for Managers, Taking Business Intelligence beyond Reporting	2nd Edition, 2017	Wiley
MOOCS	**Website address**			
1	https://nptel.ac.in/courses/110105089			
2	https://www.udemy.com/course/business-analytics-complete-course-w			
3	https://www.mooc-list.com/tags/business-analytics			
4	https://www.coursera.org/specializations/business-analytics			

ELECTIVE: Event Management

Programme: BBA CBCS – Revised Syllabus w.e.f – 2022-2023			
Semester	**Course Code**	**Course Title**	
V	**EM01**	**Event Marketing**	
Prepared By		**Akhilesh Jadhav_IMRDA**	
Type	**Credits**	**Evaluation**	**Marks**
DSE	**3**	**IE:UE**	**40:60**

Course Objectives:

- Understanding the principles and concepts of event marketing
- Developing event marketing strategies
- Implementing event marketing tactics
- Enhancing communication and interpersonal skills
- Developing critical thinking and problem-solving skills

Course Outcomes: (CO)

CO1: Demonstrate a comprehensive understanding of the fundamental principles and concepts that govern event marketing, including target audience analysis, market research, and the strategic role of events in marketing.

CO2: Formulate effective event marketing strategies by identifying objectives, selecting target markets, and integrating event plans into broader marketing strategies.

CO3: Analyze and evaluate different event marketing strategies, considering factors such as budget constraints, market trends, and organizational goals.

CO4: Demonstrate proficiency in implementing various event marketing tactics, including event planning, promotion, logistics, and coordination.

CO5: Apply practical knowledge of event marketing tools and channels to execute successful promotional campaigns.

Unit	Contents	Sessions (Hrs.)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to Event Marketing: Definition and scope of event marketing, Importance and benefits of event marketing, Trends and challenges in event marketing	5	CO1	Learning with PPT	Understand	Short Answers

2	Planning and Strategy: Setting objectives and goals for events, Target audience identification and segmentation, Creating event brand and positioning, Developing event concept and theme	8	CO2,CO5	Learning with PPT	Understand	Short Answers
3	Event Promotion and Communication: Determining event marketing channels, Creating promotional materials and content, Utilizing social media marketing for events, Implementing public relations and media relations strategies, Measuring event marketing success	8	CO4	Learning with PPT, Case Study	Apply	Case Study
4	Event Planning, Event Execution and Evaluation: Venue selection and negotiation, Budgeting and financial management for events, On-site management and organization, Event staff training and supervision, Monitoring and evaluating event success, Post-event analysis and feedback collection.	8	CO3, CO5	Learning with PPT, Case Study	Apply	Case Study

5	Event Sponsorship and Partnerships: Identifying potential sponsors and partners, Developing sponsorship packages and proposals, Negotiating and managing sponsorships	5	CO3, CO5	Learning with PPT	Understand and Apply	Short Answer and Case Study

Reference Book:

Sr. No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1	. Anukrati Sharma and Dr. Shruti Arora	Management and Marketing: Theory, Practical Approaches and Planning	2018	Bharti Publication, New Delhi
2	Kaushalendra Saran Singh	Event Management Principles and Methods	2013	Kaniska Publication
3	Dr. Hoshi Bhiwandiwalla and Bhavana Chaudhari	Management	2017	Nirali Prakashan, Educational Publishers

Online Resources:

Online Resources	Website address
1	https://en.wikipedia.org/wiki/Event_marketing
2	https://www.marketing91.com/event-marketing/
3	https://www.invitereferrals.com/blog/event-marketing/

MOOCs:

MOOCS	Website address
1	Alison
2	Swayam
3	UpGrade

ELECTIVE: Hospitality Management

Programme: BBA CBCS–RevisedSyllabusw.e.f.-Year2022–2023			
Semester	**Course Code**	**Course Title**	
V	**HM-01**	**Food Service operation**	
Prepared By		**Dr Ajay Bhulke**	
Type	**Credits**	**Evaluation**	**Marks**
DSE	**3**	**IE :UE**	**40:60**

Course Objectives:

- To understand Food service operation.
- To understand the role and responsibility of Food service management.
- To understand and manage meal experience.
- To expose the concept of eating out.
- To study methods of purchasing food.

Course Outcomes:

CO1: Understand Food service operation
CO2: Focus role and responsibility of Food service management
CO3:Learn to manage meal experience
CO4:Familiarize with concept of eating out
CO5:Recognize the methods of purchasing food

Unit	**Subunit**	**Sessions (Hrs)**	COs Number	Teaching Methodology	Cognition Level	
1	Introduction to food service operation Origin of food service industry Commercial and non commercial Food service operation Subsidized and welfare catering establishments	5	CO 1	Lecture with Ppts Quiz	Understand	Quiz End Term Internals:Short Answers
2	Food and Beverage management, Responsibilities of food and Beverage management, Job description of food and Beverage manager, Constraints on food and beverage management –	5	CO2, CO5	Lecture with Ppts Case Study Psychometric Tools	Understand	Case Study, Newspaper Article End Term: Applied Questions

	External- Government/ political, economic, social, technical and Internal – food and beverage, staff, control					
3	Managing meal ExperienceFactors/ Reasons	5	CO 3	Lecture with PPTs	Analyse	Case Study with
	for using food services- such as Social, business, convenience and time. Atmosphere of food service establishment, price and Menu.			Case Study		Presentations End Term Exams: Case based Questions/Applied Questions
4	Understanding eating out – Introduction , food and drink , variety in menu choice, level of service, price and value for menu , interior design, Atmosphere and mood , location and accessibility , food service employees.	5	CO4	Lectures with PPTs Group Activity Video Cases	Evaluate	Group Activity End Term Exam: Short case and situation based questions
5	Food service establishments- Fine dining, Bars, night clubs and pubs, Fast food establishments – Financial policy, Marketing policy, product and service style, staffing and technology	5	CO5	Lecture Case Activity	Analyze	Case Presentation Activity End Term: Theory Applied
6	Food Menu- Introduction, type of menu, Table d‘ hote, A la carte, Banqueting menu, cyclic menu .	5	CO3	Lectures with PPTs Flip Classroom	Apply	Activity End Term: Theory Applied

Reference Books

Sr.No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Bernard Davis, Andrew Lockwood, Ioannis Pantelieds , Peter Alcot	Food and Beverage Management	Fourth edition	Butterworth Heinemann
2	John Cousins, Dennis Lillicrap, Suzanne Weekes	Food and beverage Service	Ninth Edition	Hodder Education

Online Resources

OnlineResourcesNo.	Website address
1	1 https://www.greatsampleresume.com/job-responsibilities/foodservice/food-and-beveragemanager 2 https://study.com/academy/lesson/food-service-industry-definitionhistory.html
2	1 https://www.greatsampleresume.com/job-responsibilities/foodservice/food-and-beveragemanager 2 https://study.com/academy/lesson/food-service-industry-definitionhistory.html

MOOCS	Website address
1	https://swayam.gov.in/

Semester VI

Programme: BBA CBCS – Revised Syllabus w.e.f – 2022-2023			
Semester	**Cour se Code**	**Course Title**	
VI	**601**	**Project Management**	
Prepared By		**Dr. Pawan Kaul_BVIMR**	
Type of Course	**Credits**	**Evaluation**	**Marks**
DSC	**03**	**IE:UE**	**40:60**

Course Objectives:

- To understand the importance of project management in today's world.
- To identify the key characteristics of a high-performance project team.
- To understand the financial risks in projects.
- To learn about concept of CPM/PERT in project planning.
- To understand the project monitoring and close out process in project

Course Outcomes:

After completing the course the students shall be able to
CO1: Develop the understanding of a project organization and its scope and priorities.
CO2: Understanding and implementing the role of project manager in a project organization.
CO3: Identify, analyse, and refine project costs to produce a budget and control project costs
CO4: Plan and manage the scope, cost, timing, and quality of the project, at all times focusing on project success as defined by the project stakeholders
CO5: Monitor a project's progress, identify variances and take timely action to deal with problems and opportunities

Unit	Contents	Sessions (Hrs.)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1 Overview of Project Management	Concepts and attributes of Project, Project lifecycle and stake holders, Project Organization, WBS, Scope and priorities, Project Identificatio	7	CO1	Classroom Lectures / Presentation	Remembering /Understanding	Internal Assessment/ University Exam

	n and Market feasibility					
2 Project Organization	Role and responsibilities of Project Manager, Team development model, sources of conflicts, conflict resolution	7	CO2	Classroom Lectures / Presentation	Analyse/ Evaluate	Internal Assessment/ University Exam
3 Financial analysis	Profitability analysis, Using NPV, IRR, Payback and discounted Payback period, Multi weighted scoring models	7	CO3	Classroom Lectures / Presentation	Analyse/ Evaluate	Internal Assessment/ University Exam
4 Project Planning	Time and cost estimates with AON and AOA conventions, Network analysis, Float analysis, Gantt chart and PERT Analysis	12	CO4	Classroom Lectures / Presentation	Analyse/ Evaluate	Internal Assessment/ Observation/ University Exam
5 Project Analysis and Audit	Project Monitoring, EVA analysis, PMIS, Project Termination and Audit,	7	CO5	Classroom Lectures / Presentation/ Case Study-LAB	Analyse/ Evaluate /Create	Internal Assessment/University Exam

	Reasons for failure					

Reference Books

Sr. No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1	Erik Larson and Clifford Gray	"Project Management: The Managerial Process", 8th edition,	2020	McGraw Hill
2	Pradeep Pai	Project Management	2019	Pearson India Education services Pvt Limited
3	Nicholas & Steyn	Project Management for Business, Engineering & Technology	2012	Elsevier

Online Resources:

Online Resources	Website address
1	https://en.wikipedia.org/wiki/Project_management
2	https://www.pmi.org/about/learn-about-pmi/what-is-project-management
3	https://www.simplilearn.com/tutorials/project-management-tutorial/project-planning

MOOCs:

Resource No.	Website address
1	https://www.mooc-list.com/tags/project-management
2	https://www.coursera.org/courses?query=project%20management

Programme: BBA CBCS – Revised Syllabus w.e.f – 2022-2023			
Semester	**Course Code**	**Course Title**	
VI	**602**	**Entrepreneurship Development & Startup Management**	
Prepared By		**Dr.Rushikesh Bhagat_IMED**	
Type	**Credits**	**Evaluation**	**Marks**
DSC	**03**	**IE:UE**	**40:60**

Course Objectives:

- To understand the concept of entrepreneur & entrepreneurship for creating entrepreneurial mind set amongst youth.
- To create awareness of entrepreneurship development through EDP & government schemes.
- To encourage students to set up their own startup.
- To aware practically about business plan preparation.
- To develop sense of social responsibility in budding successful entrepreneurs.

Course Outcome: (CO)

CO1: Students would be able to understand the concept of Entrepreneurship and develop Entrepreneurial mind-set .
CO2:Students will classify about preparation of business plan.
CO3:Students will interpret EDP in systematic way in the journey of successful entrepreneur.
CO4: Students will distinguish between various financial schemes and select the best of them.
CO5:Students should judge various forms of ownership & Startup Management.

Unit	Sub units	Sessions (Hrs.)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
I Introduction to Entrepreneurship	Entrepreneur – Meaning, Definition, Types, Qualities, Classifications, Problems, Ethical & Social Responsibilities. Rural Entrepreneurs. Entrepreneurship –	10	CO1	Lecture with PPT / Quiz	Remember	Quiz, Mid/End Term Examination, Assignment.

	Meaning, Definition, Role of Entrepreneurship in Economic Development, Difference between Entrepreneur & Manager, Global and Indian perspectives Environmental Factors Affecting Entrepreneurial Growth					
II Business Idea & Business Plan	Business Idea - Search for Business Idea, Identifying Business Opportunities & Evaluation. Business Plan – Meaning & Importance, Preparation of Business Plan, Recognizing and identifying Opportunities – NEW PRODUCT DEVELOPMENT PROCESS	8	CO4	Lecture with PPT, Case Study	Understand	Business Plan Presentation & Submission, Mid/End Term Examination.
III Entrepreneurship Development Program (EDP)	EDP - Concept & Significance, Problems of EDP, Role of Government in organizing EDPs, Role of Incubators & Accelerators, Startup Ecosystems, and Case	8	CO2	Lecture with PPT, Group Presentation	Apply	Group Presentation, Mid/End Term Examination, Assignment.

	Studies of Successful EDPs.					
IV Financial Support	Role and Importance of MSME. Financial Support – Sources of Finance, All India Financial Institutions (IDBI, IFCI, ICICI, IRDBI), National Small Industries Corporation, Small Industries Development Organization,	10	CO3	Lecture with PPT, Group Presentation	Analyse	Group Presentation, Mid/End Term Examination, Assignment.
	Commercial Banks, Agencies, District Industries Centre, MUDRA , Angel Investors , Venture Capital, Crowdfunding, Start-up Seed Funds, SBI Start-up Banking. , Legal Aspects					

	of Start-ups, Pitching & Fundraising Skills, Intellectual Property Rights.					
V Emerging Forms & Startup Management	Forms of Ownership – Sole Proprietorship, Partnership, Company, Co-operative, Franchising. Family Business – Concept, Structure, Types. Women Entrepreneurship – Role Models, Problems. Start-up Management	9	CO5	Lecture with PPT, Case Study	Evaluate	Mid/End Term Examination, Assignment.

Reference Books

Sr. No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1	VasantH Desai	Dynamics of Entrepreneurial Development and Management	2022	Himalaya Publishing House
2	Khanka S. S.	Entrepreneurship Development	2022	Sultanchand & Sons
3	Robert D. Hisrich, Michael P. Peters	Entrepreneurship Development	2022	Tata McGraw Hill edition
4	Holt, David H	Entrepreneurship: New Venture Creation	2023	Prentice Hall of India
5	N.P. Srinivasan & G.P. Gupta	Entrepreneurial Development	2021	Sultanchand & Sons

Online Resources

Online Resources	Website address
1	https://www.entrepreneur.com/
2	https://www.toppr.com/guides/business-studies/entrepreneurship-development/
3	https://www.shopkeep.com/blog/the-7-best-free-resources-for-planning-your-new-business
4	http://dst.gov.in/scientific-programme/t-d-tdb.htm

MOOCs

MOOCS	Website address
1	https://startupindia.upgrad.com/
2	https://www.coursera.org/
3	https://nptel.ac.in/
4	https://swayam.gov.in/explorer

Programme: BBA CBCS – Revised Syllabus w.e.f – 2022-2023			
Semester	**Course Code**	**Course Title**	
VI	**603**	**Artificial Intelligence for Managers**	
Prepared by		**Dr. Mukund Kulkarni_IMK**	
Type of Course	**Credits**	**Evaluation**	**Marks**
DSC	**3**	**IE:UE**	**40:60**

Course Objectives: (CO)

- Understand the foundational concepts and historical development of Artificial Intelligence.
- Evaluate different AI technologies and their applications in business and management.
- Analyse the strategic integration of AI in business models and decision-making processes.
- Examine the ethical, legal, and regulatory considerations associated with AI implementation.
- Apply AI tools and techniques in marketing, customer relations, operations, and supply chain management.
- Develop change management strategies and skills for successful AI adoption in organizations.

Learning Outcomes:

After completing the course the students shall be able to

CO1: Students will understand fundamental concepts of AI.

CO2: Students will be able to evaluate different technologies and their applications in business.

CO3: Students will be able to analyse the strategic integration of AI in business models.

CO4: Students can examine ethical, legal and regulatory considerations with AI implementation.

CO5: Students will be able to apply AI tools in different business operations.

Unit	Contents	Sessions (Hrs.)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1 Introduction to Artificial Intelligence	Overview of Artificial Intelligence, Historical Development and Milestones, Types of Artificial Intelligence: Narrow vs General AI,	6	CO1 & CO2	PPTs, Quiz	Understand	As per discretion of the teacher

	Applications of AI in Business and Management					
2 Foundations of AI Technologies	Machine Learning: Concepts and Algorithms, Natural Language Processing (NLP), Computer Vision, Robotics and Automation, Deep Learning: Basics and Applications	6	CO2, CO3 & CO4	PPTs, Quiz	Remembering	As per discretion of the teacher
3 AI in Business Strategy	Strategic Integration of AI in Business, Impact on Business Models, AI for Decision Making, Ethical Considerations in AI, Regulatory and Legal Aspects of AI	6	CO5 & CO6	PPTs, Quiz, Case Study	Understand & Recognise	As per discretion of the teacher
4 AI in Marketing and Customer Relations	Personalization and Targeted Marketing, AI in Customer Relationship Management (CRM), Chatbots and Virtual Assistants, Predictive Analytics for Marketing	6	CO1, CO2	PPTs, Quiz, Demo	Applying	As per discretion of the teacher

5 AI in Operations and Supply Chain Management	AI in Operations Optimization, Predictive Maintenance and Quality Control, AI in Inventory Management, Supply Chain Optimization using AI	6	CO4	PPTs, Quiz,	Evaluate	As per discretion of the teacher
6 AI Adoption and Management	Change Management in AI Adoption, Skill Development for AI Implementation, Case Studies of Successful AI Implementation, Future Trends and Innovations in AI, Project Work and Practical Applications	8	CO5 & CO6	PPTs, Quiz, Case Studies	Understand. Reognize	As per discretion of the teacher

Reference Books

Sr. No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1.	Stuart Russell and Peter Norvig	Artificial Intelligence: A Modern Approach	-	Pearson
2.	David L. Poole and Alan K. Mackworth	Artificial Intelligence: Foundations of Computational Agents	-	Cambridge University Press
3.	Kai-Fu Lee	AI Superpowers: China, Silicon Valley, and the New World Order	-	Houghton Mifflin Harcourt
4.	Melanie Mitchell	Artificial Intelligence: A Guide for Thinking Humans	-	Farrar, Straus and Giroux
5.	Nils J. Nilsson	Artificial Intelligence: A New Synthesis	-	Morgan Kaufmann Publishers
Online Resources	**Website address**			
1	https://towardsdatascience.com/			
2	https://www.aiinbusiness.com/			
MOOCS	**Website address**			
1	Swayam / NPTEL			
2	Coursera			

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year 2022 –2023			
Semester	**Course Code**	**Course Title**	
VI	**606**	**Chanakya Neeti**	
Type of Course	**Credits**	**Evaluation**	**Marks**
VBC	**2**	**IA**	**100**

Course Objectives:

- To introduce participants to the ethical and value-based principles outlined by Chanakya, with a focus on their relevance in contemporary management.
- To explore the insights provided by Chanakya on education and family management and apply them to personal and organizational contexts.
- To analyze Chanakya's perspectives on accounting, financial management, marketing, production and operation management, and human resource management, and integrate these principles into modern business practices.
- To identify and cultivate the qualities of a leader as per Chanakya, understand the functions and roles of a leader, and apply motivation and communication strategies inspired by Chanakya in leadership roles.

Course Outcomes:

After completing the course the students shall be able to

CO1: Understand the ethical principles and values emphasized by Chanakya.
CO2: Apply Chanakyan ethics to decision-making processes in personal and professional life.
CO3: Summarize key principles and insights provided by Chanakya in each business domain.
CO4: Evaluate the impact of ethical leadership on organizational culture.

Unit	Sub Unit	Sessions	CO Number	Teaching Methodology	Cognition Level	Evaluation Tools
1 Ethics and values laid down by Chanakya	Understand the ethical principles and values emphasized by Chanakya, Apply Chanakyan ethics to decision-making processes in personal and professional life, Evaluate	7	CO1	As per the Discretion of the subject teacher	Understand	As per the Discretion of the teacher

	the impact of ethical leadership on organizational culture.					
2 Education management and family management as per Chanakya	Analyze Chanakya's views on education and family management, Apply Chanakyan principles to enhance educational and familial dynamics, Develop strategies for incorporating educational principles in organizational training and development.	7	CO2	As per the Discretion of the subject teacher	Analyse	As per the Discretion of the subject teacher
3 Evaluate Chanakya's insights into accounting, financial management, marketing, production, operation, and human resource management	Critically analyze and summarize Chanakya's perspectives on various aspects of business management, Relate Chanakyan principles to modern business practices.	8	CO3	As per the Discretion of the subject teacher	Evaluate	As per the Discretion of the subject teacher

4 Qualities of a Leader, Functions and Role of a Leader, Motivation and Communication	Identify key leadership qualities outlined by Chanakya, Enumerate and describe the essential qualities of a leader according to Chanakya, Understand the functions and roles of a leader according to Chanakya, Apply these functions to real-world leadership scenarios, Apply motivation and communication techniques inspired by Chanakya to enhance leadership skills, Evaluate the effectiveness of these strategies in motivating and leading teams.	8	CO4	As per the Discretion of the subject teacher	Apply	As per the Discretion of the subject teacher

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Ashok R. Gadre	Chanakya on Management		Jaico Publication, Ahmedabad
2	N.M. Khandelwal	Managerial anasysis of Chanakya sutras and Chanakya Niti		
3	N.M. Khandelwal	Indian Ethos and Values (Chanakya) for Managers		Pragati Prakashan

Online Resources:

Online Resources No.	Web site address
1	https://newhorizoncollege.co.in/chanakya-neeti-for-new-age-entrepreneurs/
2	https://www.youtube.com/watch?v=eXuOr30Up_s

MOOCs:

Resources.	Web site address
1	SWAYAM

Programme: BBA CBCS – Revised Syllabus w.e.f – 2022-2023			
Semester	**Course Code**	**Course Title**	
VI	**607**	**Income Tax Act Compliances**	
	Prepared By	**Akash Yadav_CDOE**	
Type	**Credits**	**Evaluation**	**Marks**
SEC	**2**	**IA**	**100**

Course Objectives: (CO)

- 1 To Impart knowledge of concept of Income Tax Act 1961
- 2 To provide key provisions made in the Income Tax Act 1961.
- 3 To Facilitate income tax planning
- 4 To Impart knowledge on the old and new tax regime.
- 5 To Enable the learners in computing the Gross Income, Net Income, and total tax liability of an individual.

Learning Outcomes:

After successful completion of the course the learner will be able to

CO1: Define various concepts under Income Tax Act 1961.

CO2: Classify various heads of Income and discuss the process of calculating Income Tax.

CO3: Use Income tax rules to Compute Income from salary

CO4: To organize various information for computing Tax on total Income.

CO5: To Evaluate various provisions of Income Tax Act 1961.

Unit	Contents	Sessions (Hrs.)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1 Income Tax ACT, 1961 – An Introduction	• History of Income Tax in India • Introduction & Features • Fundamental Concepts & Definitions under Income Tax Act,1961 • Income Exempt from Tax	8	CO1	Lecture with Ppts	Remember	Quiz End Term Internals: Short Answers

2 Income from Salary & House Property	• Chargeability -Allowances & Perquisites • Deductions from Salary. • House Property - Gross Annual Value • Self-occupied and Let out Property • Permissible deductions.	11	CO2	Lecture with Ppts Case Study	Understand and Apply	Case Study, Newspaper Article End Term: Applied Questions
3 Income from Business or Profession	• Meaning of Business Income • Methods of Accounting • Deductions Computations of Taxable Income from Business & Profession	8	CO3	Lecture with Ppts Case Study	Analyse	End Term Exams: Case based Questions/Applied Questions
4 Income from Capital gains and Other Sources	• Meaning, types of Capital Asset. • Long term and Short-Term Capital gain • Exemptions • Income from Other sources	10	CO3	Lecture with Ppts Case Study	Evaluate	End Term Exam: Short case and situation-based questions
5 Computation of Total Income & Tax Liability of Individual	• Computation of Total Taxable Income of an Individual • Process of filling ITR	8	CO4 & CO5	Case Study Video Cases	Evaluate	Case based Questions/Applied Questions

Sr. No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1	Dr. Vinod K Singhania & Dr.Monica Singhania	Students Guide to Income Tax including GST	2023	Taxman Publications [P] Ltd
2	Dr. Vinod K Singhania & Dr.Monica Singhania	Students Guide to Income Tax including GST – Problems & Solutions	2023	Taxman Publications [P] Ltd
3	Practical Approach to Income Tax	Dr. Girish Ahuja & Dr. Ravi Gupta	2023	Commercial Law Publishers [India] Pvt. Ltd
Online Resources	**Website address**			
1	www.icai.org			
2	www.icsi.edu			
3	https://incometaxindia.gov.in/			
MOOCS	**Website address**			
1	https://onlinecourses.swayam2.ac.in/			
2	https://www.edx.org/			
3	https://cleartax.in/			

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Dr. V. K. Singhaniya	Corporate Tax planning and Business TaxProcedures‘	2023	Taxman Publications New Delhi.
2 – National	AhujaGirish, Gupta Ravi,	Simplified Approach to Corporate Tax planning and Management‘	2023	Bharat Law House Pvt. Ltd. New Delhi.

3 – National	NitinVashisht and B.B. Lal	Direct Taxes: Income Tax ,andTax planning‘,	2023	Pearson Education
4 – International	Alex Easson	Tax Incentives for Foreign DirectInvestment	2023	(Kluwer Law Internation).
5 – National	Dr. Vinod K Singhania & Dr.Monica Singhania	Students Guide to Income Tax including GST – Problems & Solutions	2023	Taxman Publications [P] Ltd
6 – National	Dr. Girish Ahuja & Dr. Ravi Gupta	Practical Approach to Income Tax	2023	Commercial Law Publishers [India] Pvt. Ltd

Online Resources:

Online Resources No	Web site address
1	https://www.investopedia.com/terms/c/corporatetax.asp
2	https://cleartax.in/s/corporate-tax
3	https://incometaxindia.gov.in/

MOOCs:

Resources No	Web site address
1	https://cleartax.in/
2	www.classcentral.com
3	https://onlinecourses.swayam2.ac.in/
4	www.edx.org

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year2022 – 2023			
Semester	**Course Code**	**Course Title**	
VI	**608**	**Hindustani Classical Music, Instrumental and Dance**	
Type of Course	**Credits**	Evaluation	Marks
VBC	**1**	**IA**	**100**

Course Objectives:

- To introduce students to the rich cultural heritage of Hindustani classical music, Indian dance, and Hindustani classical instrumental music.
- To provide students with a basic understanding of the principles, concepts, and techniques of Hindustani classical music, Indian dance, and Hindustani classical instrumental music.
- To familiarize students with the prominent styles, gharanas, and maestros of Hindustani classical music, Indian dance, and Hindustani classical instrumental music.
- To develop an appreciation for the aesthetic nuances, emotional depth, and spiritual essence embedded in Hindustani classical music, Indian dance, and Hindustani classical instrumental music.
- To cultivate skills in critical listening, analysis, and interpretation of Hindustani classical music, Indian dance, and Hindustani classical instrumental music.

Course Outcomes:

After completing the course the students shall be able to

CO1: To introduce students to the rich cultural heritage of Hindustani classical music, Indian dance, and Hindustani classical instrumental music.

CO2: To provide students with a basic understanding of the principles, concepts, and techniques of Hindustani classical music, Indian dance, and Hindustani classical instrumental music.

CO3: To familiarize students with the prominent styles, gharanas, and maestros of Hindustani classical music, Indian dance, and Hindustani classical instrumental music.

CO4: To develop an appreciation for the aesthetic nuances, emotional depth, and spiritual essence embedded in Hindustani classical music, Indian dance, and Hindustani classical instrumental music.

CO5: To cultivate skills in critical listening, analysis, and interpretation of Hindustani classical music, Indian dance, and Hindustani classical instrumental music.

Unit	Sub Unit	Sessions	CO Number	Teaching Methodology	Cognition Level	Evaluation Tools
1 Introduction to Hindustani Classical Music	Historical overview of Hindustani classical music Elements of Hindustani classical music: Raga, Tala, Swara	3	CO1	As per the Discretion of the Subject Teacher	Remember	As per the Discretion of the Subject Teacher

	Major ragas and their characteristics Overview of vocal and instrumental traditions Notation system: Sargam and Tabla Bols					
2: Principles of Indian Dance	• Evolution of Indian dance forms: Bharatanatyam, Kathak, Odissi, Manipuri, etc. • Elements of Indian classical dance: Nritta, Nritya, Natya • Mudras (hand gestures) and Abhinaya (expression) • Fundamentals of rhythm and footwork • Famous dance compositions and choreographers	3	CO2	As per the Discretion of the Subject Teacher	Underst and	As per the Discretion of the Subject Teacher
3 Hindustani Classical Instrumental Music	• Overview of Hindustani classical instruments: Sitar, Sarod, Flute, Tabla, etc. • Techniques and repertoire of selected instruments • Role of improvisation in instrumental music • Notable instrumentalists and their contributions • Comparative study of vocal and instrumental styles	3	CO3	As per the Discretion of the Subject Teacher	Evalaute	As per the Discretion of the Subject Teacher
4 Gharanas and Maestros	• Significance of Gharanas (schools) in Hindustani classical music • Overview of major Gharanas and their distinctive features • Contributions of legendary musicians: Ustad Allauddin Khan, Pandit Ravi	3	CO4	As per the Discretion of the Subject Teacher	Apply	As per the Discretion of the Subject Teacher

	Shankar, Ustad Bismillah Khan, etc. • Listening sessions and analysis of performances by maestros					
5 Cultural Context and Appreciation	• Socio-cultural influences on Hindustani classical music and dance • Spiritual dimensions and philosophical underpinnings • Impact of technology and globalization on traditional art forms • Role of patronage and preservation efforts • Appreciation and critique of contemporary interpretations	3	CO5	As per the Discretion of the Subject Teacher	Underst and	As per the Discretion of the Subject Teacher

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Namita Devidayal	"The Music Room"		
2	*Leela Venkataraman*	*"Indian Classical Dance: The Renaissance and Beyond" by*		
4	Joep Bor	*"The Raga Guide: A Survey of 74 Hindustani Ragas"*		
5	*The Sitar*	*Manfred Junius*		

Online Resources:

Online Resources No.	Web site address
1	Online resources: Sangeet Natak Akademi, SPIC MACAY, Khan Academy of Music and Arts

MOOCs:

Resources.	Web site address
1	SWAYAM

Specialization/Electives

Elective : Marketing Manaement

Programme: BBA CBCS – Revised Syllabus w.e.f – 2022-2023			
Sem	**Course Code**	**Course Title**	
VI	**MK02**	**SERVICES MARKETING**	
Prepared By		**Dr. Yogesh Gurav_IMED**	
Typ e	**Credits**	**Evaluation**	**Marks**
DSE	**03**	**IE:UE**	**40:60**

Course Objectives: (CO)

- To impart knowledge on the difference between goods and services, its characteristics, the growth of services sector in India
- To provide insights on the concepts related to Services Marketing
- To enable the learners in understanding the business environment and its influence on the business
- To facilitate understanding of managing demand ,supply and capacity in service firms
- To develop in-depth understanding of identifying reasons for the gaps in service quality

Course Outcomes:

After successful completion of the course, the learner will be able to
CO1: Understand the difference between goods and services, its characteristics, the phenomenal growth of services sector in India and the factors responsible for the same
CO2. Demonstrate sound understanding of the concepts related Services Marketing and apply it in business situations
CO3: Analyse the business environment and its impact on the business
CO4: Manage demand, supply and the capacity in a service firm
CO5: Apply strategies for bridging the gaps in service quality and deliver quality services to the customers

Unit	Contents	Sessions (Hrs.)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction: Meaning of the term 'service', Difference between goods and services, characteristics of services / four I's of services: its implications, growth	07	CO1	Lecture, illustration with real life situations	Rememberin g Understanding	Question and Answer session, Internal assessment, University examinatio ns

	of services sector in India and the factors responsible for it.					
2	Services Marketing: 7 Ps, **Product:** levels of service product, service blueprint, its components – customer actions, onstage contact employee actions, backstage contact employee actions, support processes and physical evidences, stages of new service product development **Price:** Pricing objectives, pricing strategies used by service firms,	21	CO2	Lecture, case study, illustration with contemporary examples	Understanding Applying	Continuous evaluation, internal examinations, University Examinations

	Place: Channels of distribution used by service firms, distribution strategies **Promotion:** objectives of service promotion, services marketing triangle, key planning considerations in service promotions, tools used for the promotion of services **People:** Role of service personnel/employees in a service business, managing people for having service advantage - hiring					
	right people, enable your people, enable and energise your people **Process**: Service as a process – flow of activities, number of steps and level of customers' involvement **Physical evidence**: the concept, elements of physical evidence					
3	**Service marketing environment**: External / Macro Environment: factors , Internal/ Micro Environment: factors	06	CO3	Lecture, case study	Analysing	Continuous evaluation, internal examinations, University Examinations

4	**Managing demand, supply and capacity in services**: **Understanding capacity constraints and**	06	CO4	Lecture, illustration with real life examples	Analysing Evaluating	Continuous evaluation, internal examinations, University Examinations
5	**Service quality**: meaning, determinants/ quality dimensions of service quality, **GAPs Model** – reasons for the gaps in service quality, strategies for bridging such gaps , **SERVQUAL**- an overview	05	CO5	Lecture, case study	Applying Creating	Continuous evaluation, internal examinations, University Examinations

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year of Publication	Publisher Company
1	Jochen Wirtz , Christopher Lovelock	Services Marketing	2021	World Scientific Publishing Company
2	Valarie A. Zeithaml , Mary Jo. Bitner, Dwayne D. Gremler, Ajay Pandit	Services Marketing	2018	McGraw Hill
3	Jochen Wirtz , Christopher Lovelock , Jayanta Chaterjee	Services Marketing	2017	Pearson Education

Online Resources	Website address
1	https://onlinelibrary.wiley.com/journal/14791838
2	https://www.tandfonline.com/doi/ful
3	www.mheducation.com/hoghered/category.10366
MOOCS	**Website address**
1	https://onlinecourses.swayam2.ac.in/imb19_mg20/preview
2	https://onlinecourses.nptel.ac.in/noc20_mg14/preview

Elective : Financial Management

Programme: BBA CBCS – Revised Syllabus w.e.f – 2022-2023			
Semester	**Course Code**	**Course Title**	
VI	**FM02**	**Management of Financial Services**	
Prepared By		**Dr. Ranpreet Kaur_BVIMR**	
Type	**Credits**	**Evaluation**	**Marks**
DSE	03	**IE:UE**	**40:60**

Course Objectives:

- To acquaint the students about Financial System and its structure
- To orient about various financial services available.
- To explain the concept, types and evaluation of Mutual Fund schemes.
- To describe the concept and major players of credit rating.
- To brief the students about concepts related to Venture Capital Financing.

Course Outcomes: (CO)

CO1: Understand the role and Components of Indian Financial System.
CO2: Understand and apply the knowledge of Important Financial Services for employment prospects.
CO3: Demonstrate an awareness of the current mutual fund schemes and its evaluation.
CO4: Understanding and analysing credit rating importance.
CO5: Evaluate and create prospects for business funding through venture capital financing.

Unit	Contents	Sessions (Hrs.)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Indian Financial System Concept , structure and importance of Indian Financial System, Financial System and Economic development, Concept and Importance of Financial Services	08	CO1	Lecture with Ppts, Quiz, Newspaper Article	Knowledge and Understand	Midterm exam , end term exam and CES

2	Types of Financial services: Fund Based and Fee based Leasing and Hire Purchase finance. Factoring and forfeiting. Bills Discounting. Concept and Importance of Insurance, Types of Insurance Merchant Banking, Underwriting Investment Banking	13	CO2	Lecture with PPTs Case Study, Flip Classroom, Newspaper Article	Understand and Apply	Midterm exam , end term exam and CES
3	Mutual Funds Concept and objectives of Mutual Funds, Concept of NAV Types of Mutual Fund Schemes Parameters for evaluation of Mutual funds Schemes Current Scenario of Mutual Fund in India	08	CO3	Lecture with PPTs Case Study Flip Classroom, Newspaper Article	Understand, Apply and Evaluate	Midterm exam , end term exam and CES
4	Credit Rating Meaning and Importance of Credit Rating. Functions of Credit Rating agencies Factors affecting credit rating Major players of Credit Rating in India (CRISIL, ICRA, CARE)	08	CO4	Lecture with PPTs Flip Classroom Case Study, Newspaper Article	Understand and Apply	Midterm exam , end term exam and CES
5	Venture Capital Financing Meaning and features of Venture Capital. Stages of Venture financing, Factors affecting Venture Capital financing. Importance of venture Capital Financing	08	CO5	Lecture with PPTs Flip Classroom Case Study, Newspaper Article	Understand, Apply and create	Midterm exam , end term exam and CES

	Recent Cases and examples					

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1 –National	E-Gordon, K Natarajan	Financial Markets and Services	Revised 6th Edition 2010	Himalaya Publishing House
2 –National	M.Y.Khan	Financial Services,	2010	Tata McGraw Hill
3–National	G.S. Batra	Financial Service New Innovation	2015	ND publication

Online Resources:

Online Resources	Website address
1	https://www.moneycontrol.com
2	https://www.sebi.gov.in
3	https://www.investopedia.com

MOOCs:

MOOCS	Website address
1	https://swayam.gov.in
2	https://www.edx.org
3	https://alison.com/certificate-courses

Elective: Human Resource Management

Programme: BBA CBCS – Revised Syllabus w.e.f – 2022-2023			
Semester	**Course Code**	**Course Title**	
VI	**HR(E) 02**	**Performance & Compensation Management**	
Prepared By		**Dr. Pravin Mane_IMED**	
Type	**Credits**	**Evaluation**	**Marks**
DSE	3	IE:UE	**40:60**

Course Objectives

- To understand the various dimensions of Compensation Management.
- To familiarize with the role of various bodies involved in Compensation Management.

Course Outcomes:

After completing the course, the students shall be able to
CO1: Students will be able to apply the concepts of performance appraisal and compensation management practically.

Unit	Sub Unit	Sessions (Hrs.)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1.	Concept and objectives of performance management system, Performance appraisal and performance management, Performance Management – definition, objectives, need and measurement	12	CO1	Lectures, Discussions	Understand Describe	Quiz Objective based class test

2	Process of performance appraisal, issues and challenges in performance appraisal, documentation of performance appraisal, Methods of Performance appraisal – traditional methods, modern methods with advantages and disadvantages of each - appraisal interviews, performance feedback and counseling, use of technology and e-PMS, Ethical perspectives in performance appraisal.	12	CO1	Lectures, Discussions	Understand Describe	Quiz, Case study
3	Compensation – Definition, Classification and Types. Components of remuneration- basis pay, dearness allowance, flat and indexed DA, allowances and reimbursement, Determining Compensation,	12	CO	Lectures, Discussions	Understand Describe	Quiz, Case study, Assignment

	Compensation Approaches. Compensation as a Retention Strategy, Financial and non financial compensation					
4	Performance Based Pay Systems, Incentives - incentive plans, developing effective incentive plans. Gain Sharing Incentive Plan – Enterprise Incentive Plan – Profit Sharing Plan- ESOPs – Compensation Management in Multi-National organisations.	12	CO1	Lectures, Discussions	Apply Analyse	Quiz, Case study Mock test
5	Reward systems, Perceptions of Pay Fairness – the legal environment, Legal Constraints on Pay Systems. Employee Benefits.- retirement benefits, perquisites, non-monetary benefits.	12	CO1	Lectures, Discussions	Apply Analyse	Quiz, Case study

Reference Books

Sr. No.	Name of the Author	Title of the Book	Publisher Company
1	Dewakar Goel,	Performance Appraisal & Compensation Management	PHI Learning, New Delhi.
2	Richard.I. Henderson	Compensation Management in A Knowledge Based World	Prentice Hall India, New Delhi.
3	Richard Thrope& Gill Homen	Strategic Reward Systems,	Prentice Hall India, New Delhi.
4	Michael Armstrong & Helen Murlis	Hand Book of Reward Management	Crust Publishing House

Online Resources	
Resources No.	**Web site address**
1	https://www.ideals.illinois.edu/bitstream/handle/2142/29159/onmeasurementofb1135venk.pdf?sequence=

MOOCS	
No.	**Web site address**
1	Modern Human Resource Management (Alison).
2	Principles of Human Resources Management (Swayam).
3	Managing employee compensation (Coursera)

Elective : International Business Management

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year2022 –2023			
Semester	**Course Code**	**Course Title**	
VI	**IB02**	**Export Import Policies, Procedures and Documentation**	
Type of Course	**Credits**	**Evaluation**	**Marks**
DSE	**3**	IE:UE	40:60

Course Objectives:

- To understand the basics of Export and Import.
- To understand government policies and plans for carrying out international trade.
- To learn the procedure for import.
- To learn the procedure for export.
- To know the import and export documentation formalities in India.

Course Outcomes: (CO)

CO 1:Gain a comprehensive understanding of the fundamental concepts and basics of Export and Import.

CO 2:Explore and comprehend government policies and strategic plans that govern and facilitate international trade activities.

CO 3:Acquire knowledge and skills in the procedures involved in importing goods, including documentation, regulations, and compliance.

CO 4:Develop a thorough understanding of the step-by-step procedures and requirements for exporting goods, encompassing documentation, logistics, and regulatory aspects.

CO 5 :Familiarize yourself with the intricacies of import and export documentation formalities specific to the Indian context, including legal requirements, paperwork, and compliance measures.

Unit	Sub units	Sessions	COs Number	Teaching Methodology	Cognition level	Evaluation Tools
1	**Introduction:** Meaning and Importance of International Trade. Definition of Export and Import, Benefits of Exports and Imports.	8	CO1	Lecture with PPT's + Quiz	Understand	End Term: Long Questions

2	**Regulations for Export and Import:** Obtaining an I.E.C. Number Foreign Trade (Development and Regulation) Act. Foreign Exchange Management Act (FEMA). DGFT Exchange Control Manual, Current Foreign Trade Policy of India	10	CO2	Lecture with PPT's + Quiz	Apply (Analyse)	End Term: Applied Questions, Long Questions
3	**Import Procedure:** Various steps taken at different stages, viz. Registration Stage, Pre-import stage and other stages.	10	CO3	Lecture with PPT's + Case Study	Apply	End Term: Applied Questions, Long Questions
4	**Export Procedure:** Various Steps taken at different stages, viz. Registration Stage, Pre-shipment stage, Shipment Stage and PostShipment Stage.	10	CO4	Lecture with PPT's + Case Study	Apply	End Term: Applied Questions, Long Questions

5	**International Trade Documents:** Aligned Documentation System (ADS) Proforma Invoice Commercial Invoice Packing List Shipping Bill Certificate of Origin Consular Invoice Certificate of Origin vs. Consular Invoice Commercial Invoice vs. Consular Invoice Mate's Receipt Bill of Lading Mate's Receipt vs. Bill of Lading Guaranteed Remittance (GR) Form Bill of Exchange Airway Bill Import Documents	10	CO5	Lecture with PPT's + Format of every document	Understand and Apply	End Term Internals: Short Answers, Quiz

S. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	M. I. Mahajan	A Guide on Export Policy, Procedure & Documentation	13th Edition	Snow White Publications Pvt. Ltd.,-
2	C Rama Gopal	Export Import Procedures Documentation-and Logistics	2nd Edition	New Age International Publisher's, New Delhi
3	Aseem Kumar	Export and Import Management		- Excel Book, New Delhi

Online Resources:

Online Resources No.	Web site address
1	Handbook on Foreign Trade Policy and Guide to Export & Import-
2	Exchange Control Manual – RBI Publications-
3	Foreign Trade Policy (Latest)-

MOOCs:

ources.	Web site address
1	https://swayam.gov.in
2	https://alison.com
3	www.coursera.org

Elective : Production Management

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year2022 –2023			
Semester	**Course Code**	**Course Title**	
VI	**PM02**	**Business Process Re-engineering**	
Prepared By		**Sanjay Jadhav_IMK**	
Type of Course	**Credits**	**Evaluation**	**Marks**
DSE	**3**	**IE & UE**	**40:60**

Course Objectives:

- Understand and Analyze Business Challenges
- Master BPR Methodology
- Implement Reengineering Strategies
- Navigate Organizational Transformation
- Integrate BPR with ERP Systems and Benchmarking

Course Outcomes:

After completing the course the students shall be able to

CO1: Strategic Thinking and Adaptability

CO2: Practical Application of BPR Methodology

CO3: Effective Reengineering Implementation

CO4: Analytical and Decision-Making Skills

CO5: Integration of BPR with ERP Systems and Benchmarking Expertise

Unit	Sub Unit	Sessions	CO Number	Teaching Methodology	Cognition Level	Evaluation Tools
1 Introduction to Business Process Reengineering:	Definition and concept of Business Process Reengineering Historical background and evolution of BPR Objectives and benefits of BPR Role of BPR in organizational transformation Phases of the BPR process Tools and techniques used in BPR Challenges and risks in BPR implementation Success factors in BPR projects	10	CO1	Lectures	Understand	As per the discretion of the subject teacher
2 Analysing Current business Processes	Techniques for process mapping Importance of process documentation Identifying bottlenecks and inefficiencies Data collection and analysis in BPR Techniques for	10	CO2	Lectures , Casestudies, Group projects	Analyse	As per the discretion of the subject teacher

	process mapping Importance of process documentation Identifying bottlenecks and inefficiencies Data collection and analysis in BPR					
3 Redesigning Business processes	Principles of process redesign Innovation and creativity in process redesign Reducing complexity and increasing efficiency Case studies of successful process redesign Principles of process redesign Innovation and creativity in process redesign Reducing complexity and increasing efficiency Case studies of successful process redesign	8	CO3	Lectures , Interactive Workshops	Apply	As per the discretion of the subject teacher

4 Analytical and decision making skills	Foundations of Analytical Thinking, Decision-Making Frameworks, Tools for Business Analysis, Critical Thinking and Problem Solving, Risk Assessment in Decision-Making, Behavioral Aspects of Decision-Making, Measuring Decision Effectiveness, Case Studies and Practical Applications	10	CO4	Lectures, Field Visits	Understand	As per the discretion of the subject teacher
5 Integration of BPR with ERP systems and benchmarking expertise	Fundamentals of BPR and ERP, ERP Systems in BPR Implementation, Analytical Tools and Techniques for Integration, Benchmarking Expertise for BPR and ERP, Strategic Alignment of BPR, ERP, and Organizational Goals, Advanced Topics in BPR and ERP Integration	10	CO5	Lectures, Case studies	Remember	As per the discretion of the subject teacher

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Alexis Leon	ERP demystified	2007	Tata McGrawHill
2	Jagan Nathan Vaman	ERP in Practice	2008	Tata McGraw-Hill
3	Michael Hammer & James Champy	Reengineering the Corporation: a Manifesto for Business Revolution		
4	R.Radhakrishnan and S.Balasubramanian	Business Process Reengineering: Text and Cases		

Online Resources:

Online Resources No.	Web site address
1	https://www.coursera.org/courses?query=business%20process
2	https://alison.com/course/the-business-process-re-engineering-bpr-guide

MOOCs:

Sources .	Web site address
1	Swayam

Elective : Information Technology Management

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year2022 –2023			
Semester	**Course Code**	**Course Title**	
VI	**IT02**	**Information System Security & Audit**	
Prepared By		**Dr. Pramod Pawar_IMED**	
Type of Course	**Credits**	**Evaluation**	**Marks**
DSE	**3**	**IE : UE**	**40:60**

Course Objectives:

- To study basic concepts of Information System
- To learn & understand the Threats in Information System Security.
- To manage security treats in the Organization for their Information System.
- To get acquainted with the Physical Security, Network Security and Biometric Security.
- To aware the various Information System Audits.

Course Outcomes:

After completing the course the students shall be able to

CO1: Distinguish different types of Information System with different approaches.

CO2: Finding threats and applies the different tools and techniques in their Organizational Information System.

CO3: Apply Privacy Fundamentals, business practices' in different Information System Services.

CO4: Recognize and describe Information security best practices.

CO5: To analyze Security models, frameworks and standards in their Organizational Information System.

Unit	Sub Unit	Sessions	CO Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Global information systems and their evolution, basics of information systems, role of the Internet and the World Wide Web. Understanding about the threats to information systems security, Building blocks of Info security, How Organizations manage security of	8	CO1	Lecture and discussions	understand	Assignment Test

	their information systems					
2	**Information Security Management in Organizations** Information Security Management (ISM), Security Policy, Standards, Guidelines & Procedures ISMS. The 3 pillars CIA of Information Security Information Classification. Risk Analysis & Management, Security considerations for the mobile work force. Cryptographic techniques and Encryption, Intrusion Detection Systems and Firewalls, security of virtual private networks	10	CO2	Lecture and discussions	Apply	Case Study
3	**Security models and frameworks** :	6	CO3	Case study and practical	Analyse	Presentations

	A structure and framework of compressive security policy, policy infrastructure, policy design life cycle and design processes, PDCA model. introduction to the ISO 27001, SSE-CMM (systems security engineering - capability maturity model), COBIT (Control Objectives for Information and related technologies) and SAS 70 (statement on auditing standards)					
4	**Information security best practices** : Privacy Fundamentals, business practices' impact on data privacy, technological impact on data privacy, privacy issues in web services and applications based on web services. Staffing, audits, disaster recovery planning and business continuity planning and asset Management.	8	CO4	Lecture and practical	Analyse	Assignment

	Ethical issues and intellectual property concerns for information security professionals - copy right, data protection etc. matters					
5	**Auditing for Security** Security Audits what are they? Need for Security audits in organizations Auditors	8	CO5	Case study	Evaluate	Project
	responsibility in Security audits Types of Audits & approaches to Audits. Technology based Audits – vulnerability scanning and penetration testing. Resistance to Audits. Key success factors for Security Audits					

Reference Books:

Sr. No.	me of the Author	Title of the Book	Year Edition	Publisher Company
1	HAROLD F.TIPTON	Information security Management Hand book- 5th Edition	2003	AUERBACH Publications
2	Alfred Basta, Wolf	Computer security	2008	Thomson
	Halton			
3	LPadmavathi	Electronic Signature law	2023	Asia Law House

4	AnkitFadia	Network Security	2016	Laxmi Publication Pvt ltd
5	Michael Cross, Norrris Johnson	Security Plus study guide	2002	Syngress
6	Ron Weber, PearsonPub	Information systems control and Audit	2007	Pearson Education India Publication
7	Nina Godbole	Information Systems Security: Security Management, Metrics, Frameworks And Best Practices (With Cd)	2009	Wiley India
8	Charles CressonWood	Information Security policies made easy version 10	2005	Information Shield
9	Thomas Pettier.	Information security policies, procedures and standards	2001	

Online Resources:

Online Resources No.	Web site address
1	https://core.ac.uk/download/pdf/6673169.pdf
2	https://www.tutorialspoint.com/system_analysis_and_design/system_analysis_and _design_security_audit.htm
3	https://www.isaca.org/resources/isaca-journal/issues/2016/volume5/informationsystems-security-audit-an-ontological-framework
4	https://en.wikipedia.org/wiki/Information_security_audit
5	https://www2.deloitte.com/me/en/pages/technology/solutions/it_audit_and_information_system_security_deloitte_montenegro_technology_services_solutions.html

MOOCs:

Sources	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Elective : Agri-Business Management

Programme: BBACBCS–Revised Syllabusw.e.f.-Year2022 – 2023			
Semester	**Course Code**	**Course Title**	
VI	**AM02**	**Supply Chain Management in Agribusiness**	
Prepared By		**Dr. Aparna Marwa_BVIMR**	
Type	**Credits**	**Evaluation**	**Marks**
DSE	**3**	**IE:UE**	**40:60**

Course Objectives:

- To familiarize the student about agri business management which enables him/her to set commercial agribusiness of big farms
- To develop a framework for structuring supply chain drivers; network designs, demand forecasting, inventory planning, sourcing decisions and IT enablement of supply chain.
- To develop an understanding of basic concepts and role of Logistics and supply chain management in business.
- To understand how supply chain drivers play an important role in redefining value chain excellence of Firms.
- To develop analytical and critical understanding & skills for planning, designing and operations of supply chain.
- To understand, appraise and integrate various supply chain strategies.

Course Outcomes (CO)

On the completion of the Course, the students will be able to:

CO1: Understand the fundamentals of elements and functions of supply chain, role of drivers and demand forecasting.

CO 2: To apply various techniques of inventory management and their practical situations. CO 3: Analyze how supply chain decisions related to facility location can be applied to various industries and designing the supply chain.

CO 4: How various warehousing management system and transportation can be practiced in various industries?

CO 5: How logistics and supply chain strategies can create value generation and utilize IT Applications.

CO 6: How supply chain performance can be measured using various models?

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Unit I: Supply Chain Supply Chain: Changing Business Environment; SCM: Present Need; Conceptual Model of Supply Chain Management; Evolution of SCM; SCM Approach; Traditional Agri. Supply Chain Management Approach; Modern Supply Chain Management Approach; Elements in SCM.	6	CO1 CO2& CO3	Lecture with PPT	Understand	Internal Examination
2	Unit II: Demand Management in Supply Chain Demand Management in Supply Chain: Types of Demand, Demand Planning and Forecasting; Operations Management in Supply Chain, Basic Principles of Manufacturing Management.	6	CO3	Lecture with PPT, and case study	Understand, Remember and Apply	& End Term Examination
3	Unit III: Procurement Management in Agri. Supply chain Procurement Management in Agri. Supply chain: Purchasing Cycle, Types of Purchases, Contract/Corporate Farming, Classification of Purchases Goods or Services, Traditional Inventory Management, Material Requirements Planning, Just in Time (JIT), Vendor Managed Inventory	10	CO4	Lecture with PPT & Case Study	Understand	Internal Examination

4	Unit IV : Logistics & Transportation Management Logistics Management: History and Evolution of Logistics; Elements of Logistics; Management; Distribution Management, Distribution Strategies; Pool Distribution; Transportation Management; Fleet Management; Service Innovation; Warehousing; Packaging for Logistics, Third-Party Logistics (TPL/3PL); GPS Technology.	10	CO4 & CO5	Lecture with PPT and Research Paper	Understand and Analyze	& End Term Examination
5	Unit V : Concept of Information Technology Concept of Information Technology: IT Application in SCM; Advanced Planning and Scheduling; SCM in Electronic Business; Role of Knowledge in SCM; Performance Measurement and Controls in Agri. Supply Chain Management- Benchmarking: introduction, concept and forms of Benchmarking.	10	CO5 & CO6	Lecture with PPT and Research Paper	Understand and Analyze	Internal Examination & End Term Examination

Reference Books:

Sr.No.	Name of theAuthor	TitleoftheBook	YearEdition	PublisherCompany
1 –National	Altekar RV.	Supply Chain Management: Concepts and Cases	2009	Prentice Hall of India.
2–National	Van Weele AJ. 2000.	Purchasing and Supply Chain Management Analysis, Planning and Practice	2013	Vikas Publ. House
3– International	Monczka R, Trent R & Handfield R.	Purchasing and Supply Chain Management	2002	Thomson Asia.

Online Resources:

Online Resources No	Website address
1	https://www.routledge.com/Agribusiness-Supply-Chain-Management/Chandrasekaran-Raghuram/p/book/9781466516748
2	www.wto.org
3	www.trademap.org
4	https://www.europeanproceedings.com/article/10.15405/epsbs.2021.12.04.22
5	www.dgft.gov.in
6	https://www.infosys.com/industries/agriculture/industry-offerings/agriculturedigital-supply-chain.html
7	https://www.ncbi.nlm.nih.gov/pmc/articles/PMC10000696/

MOOCs:

Resources No	Subject	Website address
1	Supply Chain of Agriculture	https://www.coursera.org/learn/supply-chain-ofagriculture
2	DoaneX: Sustainable Agri-food Supply Chain Management	https://www.edx.org/learn/sustainability/doaneuniversity-sustainable-agri-food-supply-chainmanagement
3	Agri Supply Chain Management	https://courseware.cutm.ac.in/courses/agri-supply-chainmanagement/
5	International Financial Environment	https://nptel.ac.in/courses/110105031/

Programme: BBA CBCS – Revised Syllabus w.e.f – 2022-2023			
Sem	**Course Code**	**Course Title**	
VI	**R02**	**RETAIL MANAGEMENT AND FRANCHISING**	
Prepared By		**Dr. Yogesh Gurav_IMED**	
Type	**Credits**	**Evaluation**	**Marks**
DSE	03	IE:UE	40:60

Course Objectives: (CO)

1. To impart knowledge on retail management concepts, retail formats, retail scenario in domestic and international markets
2. To provide insights on the demand drivers in retail sector
3. To enable the learners in understanding the issues related to customer experience management in retail sector
4. To facilitate timely decisions related to sales and inventory management
5. To encourage the learners to consider entrepreneurship as a career option

Course Outcomes:

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

CO1: Understand the retail management concepts, retails formats used in India and the retail scenario in domestic and international markets

CO2: Demonstrate sound understanding of demand drivers in retail sector

CO3: Analyse the issues related to Customer Experience Management in retail sector

CO4: Evaluate the demand and supply in a retail business and take timely decisions related to Sales and Inventory Management

CO5: Create a retail business enterprise

Unit	Contents	Sessions (Hrs.)	COs No.	Teaching Methodology	Cognition Level	Evaluation Tools
1	**Introduction to Retailing:** Evolution of Indian Retail, Organized vs. Unorganized Retail, Global and Indian Retail Scenario, Major Retail Players in	10	CO1	Lecture, illustration with real life situations	• Remembering • Understanding	Question and Answer session, Internal assessment, University examinations
2	**Demand Drivers in Retail Sector:** demographic dividend, rise in purchasing power, increasing	07	CO2	Lecture, case study, illustration with contemporary examples	• Understanding • Applying	Continuous evaluation, internal examinations, University Examinations
3	**Introduction to customer Experience Management in Retail:** • Importance of timely response system • Practice of easy return policies in retail • Multi-channel support system for effective communication with the target market and quick resolution of customers' queries/issues. Ensuring Genuine Customer Support	10	CO3	Lecture, case study	• Analysing	Continuous evaluation, internal examinations, University Examinations

4	**Sales and Inventory Management Systems in Retail:** Its key features – Automation, integration of sales and inventory management efforts, easy availability of	10	CO4	Lecture, illustration with real life examples	• Evaluating	Continuous evaluation, internal examinations, University Examinations
5	**Introduction to franchising:** advantages and disadvantages to franchisee and franchisor, types of franchisees, Franchise Disclosure Document (FDD) - meaning, its importance and the contents therein. Domestic and international franchising scenario	08	CO5	Lecture, case study	• Applying • Creating	Continuous evaluation, internal examinations, University Examinations

Sr. No.	Name of the Author	Title of the Book	Year of Publication	Publisher Company
1	Swapna Pradhan	Retailing Management – Text and Cases - 06th Edition	2020	McGraw Hill
2	Michael Levy, Barton Weitz, Dhruv Grewal	Retail Management – Indian Edition	2021	McGraw Hill
3	Manish Sidhpuria	Retail Franchising	2009	McGraw Hill

Online Resources	Website address
1	https://www.vectorconsulting.in/research-publications/consumer-industry-insights/leveraging-franchisees-for-profitable-growth-in-retail/
2	https://courses.lumenlearning.com/clinton-marketing/chapter/reading-types-of-retailers/
3	https://www.primaseller.com/knowledge-base/retail-store-management/

MOOCS	Website address
1	https://www.shortcoursesportal.com/disciplines/244/retail-management.html
2	https://onlinecourses.swayam2.ac.in/cec19_mg40/preview

Programme: BBA CBCS – Revised Syllabus w.e.f – 2022-2023			
Semester	**Course Code**	**Course Title**	
VI	**PR 02**	**Software Project Management Tools**	
Prepared by		**Dr. Rupali Taru_ FMS Mumbai**	
Type	**Credits**	**Evaluation**	**Marks**
DSC	**3**	**IE:UE**	**40:60**

Course Objectives:

1. To understand the Introduction of Software Project Management (SPM) & Stakeholders Involvement.
2. To learn the Project Execution, Estimation and process to assure the quality of SPM.
3. To understand the Project Risk Management & need of Change management
4. To learn about concept of Leadership & Ethics in Projects and Technology Framework.
5. To learn concept of SPMT and evaluate the various Project Management Software Tools

Learning Outcomes:

CO1: Develop the analytical view to select the require software project Management tool for business**.**

CO2: Develop pricing, estimating, and cost control strategies and other quantitative tools.

CO3: Demonstrate techniques for identifying, mitigating, and managing risk in SPM

CO4: Analyse information in order to formulate effective solutions

CO5:Demonstrate the different Software Project Management Tools for managing quality in projects.

Unit	Sub Unit	Sessions (Hrs.)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools

1 **Introduction to software project Management:**	Define Project. Define project Management. Define project Management software tools, Software project versus other types of projects, Understand the problems and concerns of software project manager, the role of management, Need of Planning, monitoring and control, identify the stake holders of a project and their objectives.	5	CO 1	Classroom Lectures / Presentation	Remembering /Understanding	Internal Assessment/ University Exam

2 **Project Execution, Estimation and Quality Assurance:**	Project management software tools, Developing the project schedule, Developing the project budget, Pricing and Estimating, Cost Control, Finalizing the project schedule and budget. Quality Management, Monitoring and controlling the project. The project communications plan. Project metrics. Reporting performance and progress. Information distribution.	5	CO2	Classroom Lectures / Presentation	Analyse/ Evaluate	Internal Assessment/ University Exam
3 **Project Risk Management & Change management:**	Risk management planning. Common sources of risk on information technology projects. Risk identification. Qualitative risk analysis. Quantitative risk analysis. Risk response planning. Risk monitoring and control. Using software to assist in project risk management. The change management plan.	10	CO3	Classroom Lectures / Presentation	Analyse/ Evaluate	Internal Assessment/ University Exam

	Dealing with resistance and conflict**,** Outsourcing					
4 **Leadership & Ethics in Projects:**	Project leadership**:** Ethics in projects Multicultural project, Project	5	CO4	Classroom Lectures / Presentation	Understanding/ Analyse/	Internal Assessment/ Observation/ University Exam
	implementation. Administrative closure. Project evaluation. Information distribution, Technology Framework in a context of s/w projects.					

5 **Project Management Software Tools:**	Basics, features and Framework of Project Management Software Tools, Define the scope of software project management, PMST's with special reference to Microsoft Project (Self-studyMindGenius, ClickUp, Avaza, monday.com)	5	CO5	Classroom Lectures / Presentation/ Case StudyLAB	Analyse/ Evaluate /Create	Internal Assessment/ LAB/University Exam

Reference Books

Sr. **No.**	Name of the Author	Title of the Book	Year Addition	Publisher Company
1	Bob Hughes, Mike Cotterell and Rajib Mall.	Software Project Management,	2011	Tata McGraw Hilll, 5E, Second Reprint, ISBN-13:978-0-07-107274-8; ISBN-10: 0-07-107274-8.
2	Walker Royce Foreword by Barry Boehm	Software Project Management, A Unified Framework	-	Addison-Wesley Pearson Education, ISBN 0-201-30958-0

Online Resources	**Website address**
1	https://www.sciencedirect.com/science/article/pii/S1877050923004842
2	https://en.wikipedia.org/wiki/Project_management_software

3	https://thedigitalprojectmanager.com/tools/best-project-management-software/
4	https://www.journals.elsevier.com/international-journal-of-projectmanagement/most-cited-articles
MOOCS	**Website address**
1	https://www.mooc-list.com/tags/project-management
2	https://www.coursera.org/specializations/project-management-tools-approachesskills
3	https://www.my-mooc.com/en/mooc/project-management-techniques-idbx-idb6-1x-0/

Programme: BBA CBCS – Revised Syllabus w.e.f – 2022-2023			
Semester	**Course Code**	**Course Title**	
VI	**BA02**	**Multivariate Statistics**	
Prepared By		**Soham Mohite_CDOE**	
Type	Credits	Evaluation	Marks
DSE	**3**	**IE:UE**	**40:60**

Course Objectives:

- To develop students' ability to apply multivariate statistics to solve real-world problems.
- To introduce students to the basic concepts and techniques of multivariate statistics.
- To provide students with the skills necessary to use statistical software to analyse multivariate data.
- To develop students' critical thinking skills when evaluating multivariate statistical results.
- To introduce students to emerging trends and applications of multivariate statistics.

Course Outcomes: (CO)

CO1: Students will be able to apply descriptive multivariate statistics to summarize and visualize multivariate data.
CO2: Students will be able to define multivariate statistics and explain its importance.
CO3: Students will be able to build and evaluate multivariate regression models.
CO4: Students will be able to conduct multivariate analysis of variance (MANOVA).
CO5: Students will be able to classify and cluster multivariate data.

Unit	Contents	Sessions (Hrs.)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools

1	**Unit 1: Introduction to Multivariate Statistics:** What is multivariate statistics? Why is multivariate statistics important?, Types of multivariate data, Applications of multivariate statistics	7(1 hr each)	CO1,CO2	Lectures, discussions, and realworld examples	Remember, Understand, Apply	Quiz,Problem so lving,Assigme nt ,Class Test,Mid term exam and Term End exam
2	**Unit 2: Descriptive Multivariate Statistics:** Central tendency and dispersion measures for multivariate data, Data visualization for multivariate data, Principal component analysis, Factor analysis	9(1 hr each)	CO1,CO2,C O3	Lectures, discussions, and realworld examples using statistical softwares like R	Rememberi ng ,Understand ingApply and Analyse	Quiz,Problem so lving,Assigme nt ,Class Test,Mid term exam and Term End exam

3	**Unit 3: Multivariate Regression Analysis:** Simple and multiple regression analysis,Model building and selection Model evaluation and interpretation,Lo gistic regression	10(1 hr each)	CO1,CO2,CO3	Lectures, discussions, and realworld examples using statistical softwares like R	Remember Understand, Apply, Synthesize, Analyze, Evaluate	Quiz,Problem so lving,Assigment ,Class Test,Mid term exam and Term End exam
4	**Unit 4: Multivariate Analysis of Variance (MANOVA):** One-way MANOVA,Two-way and higherorder MANOVA,Repe ated-measures MANOVA	10(1 hr each)	CO1,CO2,CO4	Lectures, discussions, and realworld examples using statistical softwares like R	Remember Understand, Apply, Synthesize, Analyze, Evaluate	Quiz,Problem so lving,Assigment ,Class Test,Mid term exam and Term End exam
5	**Unit 5: Multivariate Classification and Clustering:** Discriminant analysis,Cluster analysis	9(1 hr each)	CO1,CO2,CO5	Lectures, discussions, and realworld examples using statistical softwares like R	Remember Understand, Apply, Synthesize, Analyze, Evaluate	Quiz,Problem so lving,Assigment ,Class Test,Mid term exam and Term End exam

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1	Richard A. Johnson and Dean W. Wichern	**Applied Multivariate Statistical Analysis**	1 January, 2012	Prentice Hall India Learning Private Limited
2	Barbara G. Tabachnick and Linda S. Fidell	Using Multivariate Statistics by Barbara	10 April 2020.	Pearson Education.
3	T. W. Anderson	An Introduction to Multivariate Statistical Analysis	1 January, 2009	Wiley India Private Limited

Online Resources:

OnlineResourcesNo.	Websiteaddress
1	https://www.youtube.com/channel/UCtYLUTtgS3k1Fg4y5tAhLbw
2	https://stats.oarc.ucla.edu/
3	https://docs.tibco.com/data-science/textbook

MOOCs:

ResourcesNo.	Websiteaddress
1	Alisons
2	Swayam

Programme: BBA CBCS – Revised Syllabus w.e.f – 2022-2023			
Semester	**Course Code**	**Course Title**	
Sem VI	**EM 02**	**Event Risk Management**	
Name of Faculty		**Dr. Jagadish Patil_IMRDA**	
Type	**Credits**	**Evaluation**	**Marks**
DSE	3	IE:UE	40:60

Course Objectives: (CO)

- Describe fundamental concepts, nature and principles of Event Risk Management
- Identification and Measurement of Various Types of Event Risks
- Develop Strategies for management of Event Risks
- Understand Event Risk Insurance and Audit

Learning Outcomes:

The student will be able to understand –
CO1: Fundamental knowledge of event risk management.
CO2: Exposure to the concepts, theories and practices in the field of Event Risk Management.
CO3: Helps to develop strategic decisions for management of event risk.

Unit	Contents	Sessions (Hrs.)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	**Introduction to Event Risk Management –** Meaning, definitions, nature and scope of Event Risk Management, Need and Importance of Event Risk management. Managerial roles and skills required for Event Risk Management. Categories of Event Risk : Opportunity Risk, Risk of uncertainty, Risk of Hazards, Operational Risk, Risk of Injury, Risk of Reputation, Risks of Financial	12	CO 1, CO 2,	Lecture, Case study,	Understand	Short Answers, quiz

	Loss, Risk of Losing Facilities, Risk of Imprisonment					
2	**Event Risk Assessment -** Identification and measurement of different types of event Risks, Event and Production Equipment, Crowd Management, Children Attending or Participating management, Transport and Traffic Management, Staff and Volunteer Safety, Medical Assistance Requirements and management, Risk Insurance : Public Liability Insurance, Professional Indemnity Insurance, Players Insurance, Directors and Officers Liability Insurance, Event Insurance, Indemnity , Guarantee and Warrantee	12	CO 2, CO 3,	Lecture, Case study	Understand	Short Answers, quiz
3	**Methods of Identifying Risks -** Questionnaire, Organization Records, Flowcharting, Professional Expertise, On-site Investigations Risk Analysis and Prioritizing: Documenting Risk,	11	CO 1, CO 2, CO 3	Lecture, problem solution, Case Study	Understand, Apply, Analyze,	Short Answers, Quiz

	The Risk Treatment Schedule					
4	**Risk Management –** Event Crisis Management, Types of Crisis: Natural Crisis, Technological Crisis, Crisis of Malevolence, Crises of Organizational Misdeeds Conducting an Event Risk Audit: Fundamental of event Risk Audit, Scope of Event Risk Audit, Conduct of Event Risk Audit		CO1, CO2, CO3	Lecture, Case Study	Understand, Apply, create	Short Answers, quiz

Sr. No.	**Name of the Author**	**Title of the Book**	**Year Addition**	**Publisher Company**
1	Peter E Tarlow	Event Risk Management and Safety	2002	Wiley
2	Dr. Vineet Gera	Art of Event Management	2017, 2nd Edition	
3	Annie Stephen, Mr. Hariharan	Event Management		Himalaya Publishing House

MOOCS	**Website address**
1	https://www.coursera.org/learn/events-management
2	https://www.udemy.com/topic/event-planning/
3	https://aaftonline.com/diploma-in-event-management
4	https://www.shiksha.com/online-courses/event-management-courses-certification-training-st593-tg353

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year2023 –2024			
Semester	**Course Code**	**Course Title**	
VI	**HM02**	**Tour Operations Management**	
	Prepared By	**Sailesh G_BVHMCT**	
Type of Course	**Credits**	**Evaluation**	**Marks**
DSE	**03**	**IE:UE**	**40:60**

Course Objectives:

- To understand basic Tour Operation Management.
- To study various areas such as the basics of tourism, tourism destination, entire basics of tourism, geography,
- To have understanding of Basic tourism marketing, communication and other areas under tourism. To impart knowledge about various operational aspects of handling tourism operation

Course Outcomes:

CO1: At the successful completion of the course the learner will be able to
CO2: Able to understand basic evolution and development of tourism industry.
CO3: Assess managerial practices required for handling tourism services and operations.
CO4: To develop skills to handle travel agency, tour operators and its functions.
CO5: Able to explain basic tourism policy and planning and to understand impacts on tourism

Unit	Sub Unit	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to Tourism Industry :Understanding Tourism, Historical Evolution and Development , Tourism System, Constituents of Tourism Industry and Tourism Organizations, Tourism Regulations, Biodiversity, Seasonality and Destinations, Maps and Chart Work ,Cultural Heritage - Living Culture and Performing Arts, Use of History	15	CO 1	Lecture with PPTs, Videos Group Activity	Understand	Quiz, News Paper Article with Presentation, Activity Assignments End Term Internals: Applied Question

2	Basics Tourism Service and Operations with Marketing and Communication : Tourism Services and Operation - Modes of Transport, Tourist Accommodation, Informal Services in Tourism, Subsidiary Services, Travel Agency, Tour Operations, Guides and Escorts, Tourism Marketing, Role of Media, Communication Skills	15	CO2, CO3	Lecture with PPTs, Videos Group Activity Case Study	Understand Apply (Analyse)	Quiz, News Paper Article with Presentation, Activity Assignments End Term Internals: Applied Question
3	Tour Operation Planning , Policy and its impact : Tourism Planning and Policy - Infrastructural Development, Local Bodies, Officials and Tourism, Development, Dependency and Manila Declaration Economic Impact, Social, Environmental and Political Impacts, Threats and Obstacles to Tourism	15	CO4, CO5	Lecture with PPTs, Videos Group Activity Case Study	Understand	Quiz, News Paper Article with Presentation, Activity Assignments End Term Internals: Applied Question

Appendix:

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year of Edition	Publisher
01	Sunetra Roday, Archana Biwal and Vandana Joshi	Tourism Operations and Management	25th March 1990	Oxford Press
02	Sampad Kumar Swain	Tourism Principles and Practices	24th November 2011	Oxford Press
03	Akhil Bali	Tourism and Travel Management		Notion Press
04	Arvind Kumar	Travel Agency Management & Operations	29th August 2019	Walnut Publications
05	Saryu Doshi	Aspects of the Performing Arts of India	1993	Marg Publications

Online Resources:

Online Resource No.	Website address
1	https://onlinecourses.swayam.2.ac.in

MOOCs:

Resource No.	Website address
1	https://www.my-mooc.com

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Semester VII

Programme: BBA CBCS – Revised Syllabus w.e.f – 2022-2023			
Semester	**Course Code**	**Course Title**	
VII	**701**	**Project Assessment and Business Plan**	
Name of Faculty		**Archana Bhaushet Sakure-Ubhe_DMS**	
Type	**Credits**	**Evaluation**	**Marks**
DSC	**3**	**IE:UE**	**40:60**

Course Objectives: (CO)

- To proficient project assessors.
- To strategic business planners.
- To effective communicators with stakeholders.
- To financial planning and risk management experts.
- To successful project implementer.

Learning Outcomes: After successful completion of the course:

CO1: Students should be able to demonstrate understanding of project assessment.

CO2: Learners should develop competence in business plan creation.

CO3: Learners should apply strategic planning principles.

CO4: Students should effectively communicate with stakeholders.

CO5: Participants should gain a solid understanding of master financial planning and risk management.

Unit	Subunits	Sessions	CO No	Teaching Methodology	Cognition	Evaluation Tools
1	Introduction to Project Assessment and Business Planning: Overview of project assessment and business planning, Importance of strategic planning in project success, Purpose, scope and objective of the project assessment, Approach and methodology	9	CO2	Lecture with PPP Case Studies Discussion	Understand	Quiz

2	Fundamentals of Project Assessment: Defining project goals and objectives, Stakeholder analysis and communication strategies, Project Categorization , Prioritization of Projects	8	CO3	Workshops Guest Lecture Group Exercise	Apply	Case Study Analysis
3	Business Plan Essentials: Components of a business plan, Market analysis, customer segmentation, and value proposition	9	CO4	Guided Research Guest Lecture Hands-on Activity	Analyse	Individual Assignment
4	Financial Planning and Risk Management: Budgeting, financial projections, and funding sources, Risk assessment and mitigat ion strategies	9	CO1	Simulation Exercise Case Analysis Guest Expert Session	Analyse	Simulation Exercise
5	Implementation and Final Project: Execution strategies for projects and business plans, Final project development, presentation, and peer evaluation, Feedback/Forward System, Practice Case Study	10	CO5	Role Play Peer Review Guest Panel Discussion	Evaluate	Final Project Presentation and Peer Review

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Steven D. Peterson, Peter E. Jaret	Business Plans Kit For Dummies	2020	For Dummies
2	Writing Winning Business Plans	Garrett Sutton	2012	NOLO
3	HBR Guide to Project Management	Harvard Business Review	2013	Harvard Business Review Pres
4	The Art of Project Management	Scott Berkun	2005	O'Reilly Media
5	The Lean Startup	Eric Ries	2011	Crown Business
6	Business Model Generation	Alexander Osterwalder, Yves Pigneur	2010	Wiley

Online Resources:

Online Resources No.	Web site address
1	https://www.pmi.org/
2	https://www.bplans.com/
3	https://www.mindtools.com/
4	https://academy.hubspot.com/
5	https://www.projectmanager.com/
6	https://www.investopedia.com/

MOOCs:

Sr. No.	Resources	Web site address
1	Coursera	https://www.coursera.org/learn/business-plan https://www.coursera.org/micro-credential/specializations/strategic-business-management) https://www.coursera.org/learn/entrepreneurship-strategy https://www.coursera.org/learn/agile-meets-design-thinking
2	edX	https://www.edx.org/micromasters/ritx-project- management https://www.edx.org/professional-certificate/business-model-canvas
3	Udemy	https://www.udemy.com/course/business-plan-template

Programme: BBA CBCS –Revised Syllabus w.e.f. - Year 2022 – 2023			
Semester	**Course Code**	**Course Title**	
VII	**702**	**Mergers & Acquisitions**	
Type	**Credits**	**Evaluation**	**Marks**
DSE	**3**	**IE: UE**	**40:60**

Course Objectives:

- The objective of this course is to build awareness and basic knowledge of how mergers and acquisitions happen.
- To understand the procedure of implementation from proposal through valuation to integration.
- To exercise your analytical comprehension of methodologies presented in the core finance curriculum.
- To Understand your legal obligations in terms of mergers and acquisitions
- To Study how to enforce provisions encapsulated in the mergers and acquisitions agreement in the event of non-compliance
- To induce synergy into their respective organizations by encouraging networking, collaboration, participation, and ultimately organizational synergy via the mergers and acquisition process

Course Outcomes:

On the completion of the Course, the students will be able to:

CO1: Acquire conceptual understanding of Mergers

CO2: Know about strategic perspective & strategic approaches to M &A.

CO3: Become aware of the concept of Corporate Restructuring and its methods

CO4: Know about the Merger Process and process of merger integration

CO5: Know about various Valuation Approaches

CO6: Know about the methods of financing mergers.

Unit	Subunits	Sessions	CO No	Teaching Methodology	Cognition	Evaluation Tools
1	Mergers-in the nature of acquisitions and amalgamations, types of merger – motives behind mergers – theories of mergers – operating, financial and manageria l synergy of mergers – value creation in horizonta l, vertical and conglomerate mergers – internal and external change forces contributing to M&A activities- understanding cross border acquisitions M&A - strategic	6	CO1 CO2 & CO3	Lecture with PPT	Understand	Internal Examination & End Term Examination

	perspective- industry life cycle and product life cycle analysis in M&A decision, strategic approaches to M&A- SWOT analysis, BCG matrix, Porter's Five forces model- trends in merger activities India and abroad.					
2	Corporate restructuring – different methods of restructuring – joint ventures –sell off and spin off – divestitures – equity carve out – leveraged buy outs(LBO) – manageme nt buy outs – master limited partnerships – employee stock ownership plans /stock option plan(ESOP)- detailed understanding of all types of restructuring. **Merger Process**: Dynamics of M&A process- identification of targets negotiation-clos ing the deal. Five-stage model – due diligence (detailed discussion). Process of merger integration – organizational and human aspects –managerial challenges of M& A	6	CO3 CO4 & CO5	Lecture with PPT, and case study	Understand, Remember and Apply	Internal Examination & End Term Examination
3	Valuation – cost of capital- traditional valuatio n approaches – discounted cash flow valuation – asset based valuation- brand valuation-firm valuatio n- equity valuation- FCFE and FCFF- relative valuation-adjusted present value- (Including problems) Methods of financ ing mergers – cash offer, share exchange ratio – (Including problems) - mergers as a capital budgeting decision.	10	CO5 CO6 & CO7	Lecture with PPT & Case Study	Understand	Internal Examination & End Term Examination

4	Takeovers, types, hostile takeover approaches, Takeover defenses –bid resistance strategies- bid defense strategies-–pre offer defenses-poison pill defense-shark repellents-post offer defenses-greenmail-white knight-financial defensive measures – Coercive offers and defense – anti-takeover amendments – impact of takeover defenses on shareholder value.	10	CO7 CO8 & CO9	Lecture with PPT and Research Paper	Understand and Analyze	Internal Examination & End Term Examination
5	Legal and regulatory frame work of M & A – provisions of Companies Act 2013, – SEBI Takeover Code, Provisions of Competition Act. Taxation of Mergers, Acquisitions and Amalgamations: Amalgamation, Demerger – Special provisions for computation of cost of acquisition- Conditions for availing loss and depreciation – Tax Neutrality. Accounting aspects of Mergers: Principal methods of Accounting for mergers and acquisitions – Pooling of Interests Method – Advantages and Disadvantages; Purchase method – advantages and Disadvantages – Use of Purchase method, determination of Purchase price, accounting method in India (Including problems).	10	CO9 & CO10	Lecture with PPT and Research Paper	Understand and Analyze	Internal Examination & End Term Examination

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Sudi Sudarsanam,	Value Creation From Mergers And Acquisitions	2009	Pearson Education
2 – National	P Mohan Rao	Mergers And Acquisitions	2013	Deep And Deep Publications
3 – International	Fred Weston, Kwang S Chung, Susan E Hoag	Mergers, Restructuring and Corporate Control	2002	Pearson Education

Online Resources:

Online Resources No	Web site address
1	https://proschoolonline.com/blog/types-of- mergers-and-acquisitions-a-complete-summary
2	https://corporatefinanceinstitute.com/resources/valuation/mergers-acquisitions-ma/#:~:text=In%20a%20merger%2C%20two%20companies,of%20the%20target%20company's%20board.
3	https://cleartax.in/s/mergers-and-acquisitions
4	https://www.mondaq.com/india/corporate-and-company-law/1210798/mergers-and-acquisitions-in-india--a-brief-overview
5	https://www.pwc.nl/nl/assets/documents/pwc-mergers-acquisitions.pdf

MOOCs:

Resources No	Subject	Web site address
1	Merging cultures through M&A	https://info.culture.io/ebook-culture
2	Introduction to Mergers & Acquisitions	https://gtacademy.in/post-graduate-programme- in-finance-and-accounting-2023.html
3	The social side of mergers and acquisitions	https://single-ebooks.springernature.com/search?query=mergers+and+acquisitions

Programme: BBA CBCS – Revised Syllabus w.e.f – 2022-2023			
Semester	**Course Code**	**Course Title**	
VII	**703**	**Sectoral Research and Analysis**	
Name of Faculty		**Dr. Bhawna Duggal_BVIMR**	
Type	**Credits**	**Evaluation**	**Marks**
DSC	**3**	**IE : UE**	**40:60**

Course Objectives:

- Students will apply the fundamental concepts of economics, management, and strategy in the process of analysing the problems and issues faced by business firms.
- Students will learn how to evaluate, analyse, and integrate the organizational, technological, and informational structure of business firms.
- Students will learn how business firms use knowledge and information, with applications to evaluating decisions made by firms.
- Business research methods and databases will be presented, and case studies used within the texts.

Course Outcomes:

CO1: Students will understand about the qualitative and quantitative dimensions with regards to company analysis.
CO2: Students will learn how business firms use knowledge and information, with applications to evaluating decisions
CO3: Students will Know about the top down and bottom up approach to fundamental research; and will also be able to analyse the fundamentals of risk and return, valuation principles and the philosophy of various corporate actions.
CO4: Students will assess and integrate diverse facets of economics, management, and strategy in the process of analysing the problems and issues faced by business firms and decisions made by firms.

Unit	Subunits	Sessions	CO No	Teaching Methodology	Cognition	Evaluation Tools
1	Introduction: Sector Analysis meaning, Analysis – Top down analysis, Quantitative Meaning and	10	CO 1, CO 2, CO 3	Concept teaching with case studies	Understand and analyse	Class Test

2	Gathering and Analyzing Data for Sector Analysis Market Research Techniques – Primary Research - Surveys, Interviews, focus groups, observational research, Experiments, etc., Secondary Research.	10	CO 2, CO 3	Concept teaching with case studies	Understa nd and analyse	Presenta tion
3	Understanding Market Trends and Drivers Identifying Key Competitors and Market Players- Industry associations AND Trade shows, online research, customer feedback, industry reports, Direct Observation	10	CO 1, CO 2, CO 3, CO 4	Concept teaching with case studies	Understa nd and analyse	Presenta tion
4	SWOT Analysis and PESTLE analysis for Sector Analysis. Developing a Market Strategy- identify target market, Define Value Proposition, Choose Marketing Channels, Develop Message, set budget and goals, measure and ; Conclusion and Future Outlook for Sector Analysis- Key Takeaways, future outlook, etc.	10	CO 3, CO 4	Concept teaching with case studies	Understa nd, analyse, apply and Evaluate	Case Study Analysis
5	A field assignment may be given to student to undergo sectorial research in industry – airline, automobile, garment supply chain, etc.	10	CO 3 CO 4	Students should choose an industry for carrying out its analysis	Analyse and Evaluate	Field Assignm ent

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Michel R. Baye and Jeffrey T. Prince	Managerial Economics and Business Strategy	Eighth Edition	McGraw-Hill
2	Azar Kazami	Strategic Management		McGraw-Hill

Online Resources:

Online Resources No.	Website address
1	https://fastercapital.com/content/Market-Research
2	https://www.equitymaster.com/research- it/sector- info/
3	https://www.strike.money/fundamental-analysis/sector-analysis
4	https://www.arx.cfa/en/research/2019/8/view-sector-analysis-posts

MOOCS

MOOCS	Website address
1	MOOC.org
2	https://www.coursera.org/courses?query=market%20research
3	https://www.udemy

Programme: –BBA Honors Syllabus w. e. f.-Year 2022–2023			
Semester	**Course Code**	**Course Title**	
VII	**706**	**Intellectual Property Rights (IPR)**	
Prepared by		**Dr. Amruta Sane_YMIM**	
Type	**Credits**	**Evaluation**	**Marks**
AEC	**3**	**IA**	**100**

Course Objectives:

- To inform the learners with the basic concepts of Intellectual Property Rights.
- To make the students aware of their rights for the protection of their invention.
- To develop capabilities in the learners in IPR related issues and alert them with the evolving issues in IPR and the justification for the protection of IPR

Course Outcomes:

CO1: To create awareness of acquiring the different types of Intellectual property rights.
CO2: To protect the intellectual property from outside use or wrongly profiting.

Unit	Sub unit	Sessions (Hrs)	COs No.	Teaching Methodology	Cognition Level	Evaluation Tools
1	**Introduction to intellectual property rights(IPRs)**: Meaning, nature and basic concepts of intellectual property, main forms of intellect ual property, difference between Tangible and In-tangib le property, need for Intellectual Property, TRIPS & GATT	10	CO1	Lectures with PPTs	Create	Presentation
2	**Copyright**: Origin, Definition &Types of Copy Right, Registration procedure, Assignment & license, Terms of Copy Right, Piracy, Infringement, Remedies, Copy rights with special reference to software	10	CO2 and CO3	Lecture with Ppts Case Study	Apply (Analyse)	Case Study , Newspaper Article End Term: Applied Questions
3	**Patents :** Nature of patents and conditions for patentability, Procedure for	8	CO2 and CO3	Lecture with PPTs Case Study	Evaluate and Analyse	Case Study with

	obtaining patents, Rights of a patentee, Patent infringements, Remedies and Penalties, Patents from an international perspective, Patents Cooperation Treaty					Presentations End Term Exams: Case based Questions/ Applied Questions
4	**TRADE MARKS**— Origin, Meaning & Nature of Trade Marks, Types, Registration of Trade Marks, Infringement & Remedies, Offences relating to Trade Marks, Passing Off, Penalties	7	CO1 and CO3	Lectures with PPTs Group Activity	Create	Group Activity End Term Exam: Short case and situation based questions
5	**Designs and Geographical Indications:** Meaning and nature of design, Industria l Designs - Registration and piracy, Geographical Indication of Goods & Appellations of Origin	5	CO1 and CO3	Lecture Case Activity	Create	Case Presentation Activity End Term: Theory Applied

Reference Books

Sr. No.	Name of the Author	Title of the Book	Year of Edition	Publish
1.	G.B. Reddy	Intellectual Property Rights and the Law	Reprint 2023	Gogia Law Agency
2.	Dr. B.L.Wadehra	Law relating to Intellectual Property	Reprint 2011	Universal Law Publishing Co
3.	Dr.S.R. Myneni	Law of Intellectual Property	2019-20	Asian Law House

Programme: BBA CBCS–Revised Syllabus w.e.f. - Year2022 – 2023			
Semester	**Course Code**	**Course Title**	
VII	**707**	**Research Writing & Publication-I**	
Type	**Credits**	**Evaluation**	**Marks**
DSC	**1**	**IA**	**100**

Course Objectives:

- To create awareness towards various concepts in Writing and Presenting Research Work.
- To enable students to plan writing research.
- To enable students to organize resources towards writing research papers.
- To enable students write various sections of research paper effectively.
- To enable students to find various opportunities for publishing the research work.

Course Outcomes:

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

CO1: Know the basic concepts of writing a research paper and the understand the best practices in writing and Publishing research paper ethically.

CO2: Understand the principles and practices of writing research paper effectively.

CO3: Know the ethical ways of writing research paper by providing proper citations to the original contributors.

CO4: Discuss data interpretation and analysis of their research paper effectively and find various avenues for publishing their research work.

Unit	Sub units	Sessions	CO No.	Teaching Methodology	Cognition Level	Evaluation Tools
1	**Introduction to Research Writing:** Definition, Purpose, Objectives, Introduction to concepts - Research Question, Literature Review, Thesis Statement, Methodology The Research Writing Process - Selecting a Research Topic, formulating a	4	CO1	Lecture with PPTs, Quiz, Assignments	Understand	Quiz End Term Internals: Short Answers

	Research Question, conducting a Literature Review, Designing and Conducting Research, Writing the Research Paper, Editing and Proofreading					
2	**Drafting Research Paper:** Steps to follow, challenges, Create plan for writing, Allocate Time for Research,	3	CO 1	Lecture with PPTs, Quiz, Assignments	Apply (Analyse)	Case Study , Newspaper Article End Term: Applied Questions
3	**Writing the Methodology and Results Sections:** Contents of Methodology section – Overview, Research Design, Sample, Data Collection, Data Analysis, Ethical Considerations, Procedure, Validity and Reliability**,** Contents of Results Section: Organization, Use of Visuals, Textual Presentation, Numbers and Statistics, Tables and Figures, Consistency, Limitations	7	CO 3	Lecture with PPTs, Quiz, Assignments	Analyse	Case Study with Presentations End Term Exams: Case based Questions/Applied Questions

4	**Editing, Proof Reading and Finalizing:** Revision strategies, Proofreading techniques, Peer review and feedback, Check for Plagiarism, Formatting research paper, Creating a bibliography or works cited page	4	CO1	Lecture with PPTs, Quiz, Assignments	Evaluate	Group Activity End Term Exam: Short case and situation based questions
5	**Identifying Research Publishing Opportunities:** Introduction to Research Publishing Opportunities, Overview of the importance of publishing in academia, Understanding the publication landscape: journals, conferences, workshops, Types of publications: journal articles, conference papers, books, etc.	6	CO2	Lecture with PPTs, Quiz, Assignments	Create	Case Presentation Activity End Term: Theory Applied
6	**Identifying Research Publishing Opportunities:**	6	CO4	Lecture with PPTs, Quiz, Assignments	Evaluate	Activity End Term: Theory Applied

	Networking and Collaborations, Collaborative opportunities for research and publication, Journal Selection and Evaluation, Understanding different types of journals (e.g., open access, subscription-based), Assessing journal credibility and impact factor, Exploring journal rankings and their significance, Ethical Considerations and Responsible Publishing					

Reference Books

Sr.No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1National	O R Krishnaswami, M Ranganatham P N Harikuamr	Research Methodology	2018	Himalaya Publishing House Pvt. Ltd.
2International	Louis Cohen Lawrence Manion Keith Morrison	Research Methods in Education	2017	Taylor & Francis
3National	Donald R Cooper, Pamela S Schindler	Business Research Methods	2006	McGraw Hill India
4International	T N Srivastava, Shailaja Rego	Business Research Methodology	2017	McGraw Hill Education

Online Resources

Online Resources No.	Website address
1	https://initiatives.iitgn.ac.in/scientificwriting/scientific-writing-resources/
2	https://authorservices.wiley.com/author-resources/Journal-Authors/Prepare/writing-resources.html
3	https://researchwriting.unl.edu/

MOOCs:

ResourcesNo.	Website address
1	Alisons
2	Swayam

Programme: BBA CBCS –Revised Syllabus w.e.f. - Year 2022 – 2023			
Semester	**Course Code**	**Course Title**	
VII	**708**	**Negotiation**	
Type	**Credits**	**Evaluation**	**Marks**
AEC	1	IE	100

Course Objectives:

- The ability to frame a negotiation but understanding the foundations of decision making including how to frame problems and objectives; improving heuristics for judgement under uncertainty; and creating alternative decision making strategies through value creation.
- The knowledge and skills to transform distributive, value-claiming negotiations into more collaborative, integrative negotiations that create value for all parties involved.
- Learning to understand when to negotiate, the types of conflicts of interest and negotiation structures; types of negotiation strategies and how to improve agreements.
- Understanding the various power components at the negotiation table, including subjective and objective power factors, and learn to level the playing field.
- A knowledge of the power and fairness of negotiations, organizational cultures in negotiation, and the role of race, experience, age, and gender at the negotiating table.
- An ability to apply a playbook of 12 critical communication skills for establishing tactical empathy and trust-based influence at the negotiation table.

Course Outcomes:

On the completion of the Course, the students will be able to:

CO1: apply negotiation skills to obtain desired results

CO2: understand the various aspects of a crisis situation for appropriate management.

CO3: learn how to manage complex negotiation situations.

CO4: understand the process of relationship building

CO5 test and judge the legitimacy of the terms of negotiation

Unit	Contents	Sessions	CO No.	Teaching Methodology	Cognition Level	Evaluation Tools
1	**Negotiation Fundamentals:** Key concepts and core vocabulary of negotiation process deal making and dispute resolution, Assumptions and biases that are barriers to effective negotiation, Collaborative approaches, risk & opportunities to achieve win-win outcomes **Negotiation Canvas:** Introduction of a framework	5	CO2	Lecture with PPT	Understand	Internal Examination

	for negotiation preparation and how to use It, Elements of negotiation canvas i.e. relationship, alternatives, legitimacy, options, interests among others. Difference between position and interests					
2	**Managing critical moments** Types of negotiation approaches used by negotiators Critical moments that can make or breakthe deal How to identify these critical moments, Strategies to manage critical moments in the negotiation **Effective Communication and Relationship Building** Role of communication and relationship in negotiation, Understanding the other party's psychology to understand their interests, build trust and improve the scope of the negotiation, Unconditionally constructive behaviours, Methods of building trust, and empathy, Overcoming communication barriers, difficult behaviours and information asymmetry	5	CO2 & CO3	Lecture with PPT, and case study	Understand, Remember and Apply	Internal examination
3	Discovering, creating and claiming value Methods of value discovery during negotiation, How is value divided and claimed between the negotiating parties? , What are the tradeoffs, mutual gains and contingencies? , Concept of distributive bargaining, equitable solutions, and ZOPA (zone of possible agreement), Biases and enemies of value creation **Complex Negotiations**	10	CO1	Lecture with PPT & Case Study	Understand	Internal Examination

	Strategies for negotiations are not straightforward, involve several issues, include multiple stakeholders, and /or involve powerful parties, Hofstede's Culture dimensions, Dealing with people with difficult behaviours					
4	**Managing Alternatives** Concept of BATNA (Best Alternative to Negotiated Agreement), Methods to evaluate alternative options/offers, Management of one's alternatives and other party's alternatives during negotiation. **Legitimacy and Building Commitment** When to say yes to agreed terms, and when to walk away, Criteria for decision-making on negotiated terms, Assessment of the legitimacy of negotiated terms, Leading all parties to commit to the negotiated agreement, Steps from plan to execution	10	CO4 & CO5	Lecture with PPT and Research Paper	Understand and Analyze	Internal examination

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Anurag K. Agarwal	The Power of Negotiation	2023	Bloomsbury Publishing
2 – International	Beverly J. DeMarr	Negotiation and Dispute Resolution	2013	Pearson Education

Online Resources:

Online Resources No	Web site address
1	https://www.totalsuccess.co.uk/best-websites-for-negotiation-skills-resources/
2	https://www.linkedin.com/advice/0/how-do-you-find-best-negotiation-resources-opinions-on- negotiation
3	https://hbswk.hbs.edu/Pages/browse.aspx?HBSTopic=Negotiation

MOOCs:

Resources No	Subject	Web site address
1	Negotiation	https://www.edx.org/learn/negotiations
2	Successful Negotiation: Essential Strategies and Skills	https://www.coursera.org/learn/negotiation-skills?utm_medium=institutions&utm_source=umich&utm_campaign=adwords-successful-negotiation&utm_term=online%20negotiation%20skills%20training&gad_source=1&gclid=
3	Negotiation Skills: Become A Master Of Negotiation	https://www.udemy.com/course/negotiation-how-to-craft-agreements-that-give-everyone-more-u/?utm_source=adwords&utm_medium=udemyads&utm_campaign=LongTail_la.EN_cc.INDIA&utm_content=deal4584&utm_term=_._ag_77882236543_._ad_533220806582_._kw_._de_c_._dm_._pl_._ti_dsa-1007766171552_._li_9061696_._pd_._&matchtype=&gad_source=1&gclid=Cj0KCQiAtOmsBhCnARIsAGPa5yZIS4QaEaspn5D9YVT4qDDlWrJxX1X3InAYjO9q7PHL3LBdAHTh2ccaArK0EALw_wcB

Specialization/Electives

Elective: Marketing Management

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year 2022 –2023			
Semester	**Course Code**	**Course Title**	
VII	**MK0 3**	**Sales & Distribution Management &B2B**	
Prepared By		**Dr. Pritam Kothari_AKIMS**	
Type of Course	**Credits**	**Evaluation**	**Marks**
DSE	**03**	**IE:UE**	**40:60**

Course Objectives:

- To help students understand the Sales & Distribution functions as integral part of marketing functions in a business firm, Globalization, increased competition, rapid changes in communication and information technology
- To develop higher level of customer orientation for efficient sales and distribution management.

Course Outcomes:

After completing the course the students shall be able to

CO1: The ability to create value and execute sales deals effectively
CO2: The strategic skill and competencies needed for achieving sales targets
CO3: The ability to avoid common mistakes made by sales professionals and negotiators
CO4: The ability to work with people with different backgrounds, expectations, and values
CO5: To understand and assess the challenges of turbulent business marketing
CO6: To evaluate and design sustainable sales & distribution strategies

Unit	Sub Unit	Sessions	CO Number	Teaching Methodology	Cognition Level	Evaluation Tools
1 Introduction to Sales Management	Nature and Importance of sales management, emerging trends in sales management, Objectives of personal selling,	10	CO1	Classroom Lecture, PPT, Case Studies	Understand, Remember	Assignments, Case Studies

	Personal selling process, Role and skills of sales manager,					
2 Sales Planning & Organization	Introduction, Need for Sales Organizations, their structure, Sales forecasting: meaning, methods of sales forecasting- quantitative and qualitative methods.	10	CO4, CO5	Classroom Lecture, PPT, Case Studies	Understand, Create	Assignments, Case Studies
3 Sales Force Management	Sales Job Analysis, Recruitment & Selection, Sales Training – Need & Types, Sales Force Compensation Structure & Motivation Tools, Sales force performance appraisal	15	CO3	Classroom Lecture, PPT, Case Studies	Understand, Analyze	Assignments, Case Studies
4 Sales quotas	Need and importance of sales quotas, types of sales quotas, Sales Territories, Sales Control Techniques- Sales analysis, Sales Audit.	10	CO2	Classroom Lecture, PPT, Case Studies	Understand, Analyze	Assignments, Case Studies
5 Distribution Management	Introduction, need and scope of distribution management, marketing channels	15	CO6	Classroom Lecture, PPT, Case Studies	Understand, Remember	Assignments, Case Studies

	strategy, levels of channels, functions of channel partners, channel flows, Channel Intensity, classification of distribution channels, types of channel intermediaries, factors affecting the design of marketing channels, Channel Conflict					

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Krishna K. Havaldar, Vasant M. Cavale	Sales & Distribution Management		Tata McGrawHill Latest Edition
2	David Jobber, Geoffrey Lancaster	Selling & Sales Management		Pearson Latest Edition
3	Dr. S. L. Gupta	Sales & Distribution Management		Excel Latest Edition
4	Johnson F.M., Kurtz D.L., Scheuing E.E	Sales Management: Concepts, Practice, and Cases		Tata McGrawHill Latest Edition
5	William L. Cron, Thomas E. DeCarlo	Sales Management		Wiley Latest Edition

Online Resources:

Online Resources No.	Web site address
1	https://study.sagepub.in
2	https://www.classcentral.com/course/swayam-sales-and-distribution-management-12987
3	https://www.salesbabu.com/blog/crm- for-sales-distribution- management/

MOOCs:

Resources.	Web site address
1	https://swayam.gov.in/courses/147-principals-of- marketing-mgmt
2	https://www.coursera.org/browse/business/marketing
3	https://www.mooc- list.com/tags/marketing
4	https://www.bestmarketingdegrees.org/best- moocs- marketing

Elective: Financial Management

Programme: BBA CBCS – Revised Syllabus w.e.f – 2022-2023			
Semester	**Course Code**	**Course Title**	
Sem VII	**FM03**	**Corporate Finance**	
Prepared by		**Dr. R. D. Patil_FMS**	
Type	**Credits**	**Evaluation**	**Marks**
DSE	**03**	**IE:UE**	**40:60**

Course Objectives:

- To understand financial decision making in corporations
- To analyse investment opportunities
- To evaluate financial options
- To comprehend risk management strategies
- To apply financial tools to maximize shareholders value.

Course Outcomes:

CO1: Students will understand the importance to Corporate Finance in Business Management.
CO2: It will create awareness among the students about various financial sources with their merits and demerits.
CO3: It will help the students to analyse investment proposals on different ground.
CO4: Students will understand the impact on financial and operational decisions of cost of capital.
CO5: Students will learn how to analyse the financial statement and interpret the financial results.

Unit	Contents	Sessions (Hrs.)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1 Introduction to Corporate Finance	• Meaning of Corporate Finance • Scope and Importance of Corporate Finance • Goals of Financial Management • Role of Finance Manager	12	CO1	Lectures with PPT and interaction with students	Understand	Quiz/ objective questions Term Exams.

	▪ Organization of Finance Functions					
2 Sources of Corporate Finance	▪ Equity Share Capital, Preference Share Capital, Debenture, Public Deposits, Venture Capital. ▪ Institutional Finance ▪ International Sources of Finance: ADR, GDR, ECB, FCCB, FDI and FII	12	CO2	Lectures with PPT and interaction with students	Understand	Presentations/ Term Exams.

3 **Capital Budgeting**	• Features and Significance of Capital Budgeting. • Problems and Difficulties of Capital Budgeting. • Techniques of Evaluations (Theory & Practical) – Payback Period, Discounted Pay Back Period, Accounting Rate of Return, Net Present Value, Profitability Index Method, Internal Rate of Return.	15	CO3	Lectures with PPT and Problem Solving	Understand and analysis	Case Studies/ Term Exams
4 Management of Earning and Capital Structure	• Dividends and Retained Earning. • Factors affecting Dividends decisions • Concept and Importance of Capital Structures, Factors affecting Capital Structure	09	CO4	Lectures with PPT and Problem Solving	Analysis & Evaluate	Case Studies/ Term Exams
5 **Financial Statement Analysis and Corporate Governance**	• Techniques of Financial Analysis • Funds Flow Analysis and Cash Flow Analysis (Theory and Problems) • Study of Annual Report – Understanding contents and disclosures.	12	CO5	Lectures with PPT and Case Studies	Analysis & Evaluate	Case Studies/ Term Exams

Reference Books

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Narendra Agrawal, Stephen A Smith	Retail supply Chain Management	2015	Springer

2	John Fernie, leigh Sparks	Logistics and Retail management	2014	KoganPage
3	James B Ayers, Mary Ann Oddgaard	Retail supply Chain Management	2018	CRC Press

Online Resources

Online Resources	Website address
1	https://logisticsviewpoints.com/2023/06/01/top-6-retail-trends-supply-chain-planning-challenges- in-2023/
2	https://www.mckinsey.com/~/media/mckinsey/dotcom/client_service/retail/articles/future_of_retail_supply_chains.ashx
3	https://www.91squarefeet.com/formats-of-retail/

MOOCs

MOOCS	Website address
1	coursera
2	alison
3	swayam

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Elective: Human Resource Management

Programme: BBA CBCS – Revised Syllabus w.e.f – 2022-2023			
Semester	**Course Code**	**Course Title**	
VII	**HR(E) 03**	**Management of Industrial Relations**	
Prepared by		**Dr. Pravin Mane_IMED**	
Type	**Credits**	**Evaluation**	**Marks**
DSE	**3**	**IE : UE**	**40 : 60**

Course Objectives:

- Learners will be able to understand the meaning of industrial relations, dispute and role of trade unions.
- Also they will be exposed to the concept and process of grievances and grievance handling.

Course Outcomes:

After completing the course, the students shall be able to
Students will be able to apply the principles of industrial relations to the current scenarios.

Unit	Contents	Sessions (Hrs.)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Meaning and definition of industrial relations (IR), objectives and scope of Industrial relations, parties of IR, Evolution of IR in India, Conditions for congenial IR.	12	CO1	Lectures, Discussions	Understand Describe	Quiz Objective based class test
2	Trade unions – concept, evolution and functions, types and structure of trade unions, formation of trade unions in	12	1	Lectures, Discussions	Understand Describe	Quiz, Case study

	India, problems of trade unions.					
3	Industrial disputes – concept, classification and causes, strikes, types of strikes, lockouts. Impact of industrial disputes.	12	1	Lectures, Discussions	Understand Describe	Quiz, Case study, Assignment
4	Grievance – meaning and definition, causes of grievances, procedure of grievance redressal. Disciplinary action – needs, meaning, aspects of disciplinary procedure. Domestic enquiry.	12	1	Lectures, Discussions	Apply Analyse	Quiz, Case study Mock test
5	Settlement of industrial disputes, statutory methods as per industrial disputes act 1947, formation of works committee, functions of works committee, conciliation, meaning of conciliation,	12	1	Lectures, Discussions	Apply Analyse	Quiz, Case study

	conciliation officer, voluntary and compulsory conciliation. Arbitration, Adjudication-types and process					

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Publisher Company
1	Venkataraman, C.S,	Indian Industrial Relations	National Institute of Personnel Management.
2	Mamoria&Mamoria	Dynamics of Industrial Relations in India	Himalaya Publishing House
3	Sharma A.M	Aspects and legal frame work of Industrial Relation	Himalaya Publishing House

Online Resources	
Resources No.	**Web site address**
1	**http://www.pondiuni.edu.in/storage/dde/downloads/hrmiii_irm.pdf**

MOOCS	
No.	**Web site address**
1	Swayam

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Elective: International Business Management

Programme: BBA CBCS – Revised Syllabus w.e.f – 2022-2023			
Semester	**Course Code**	**Course Title**	
VII	**IB 03**	**International Marketing**	
Prepared By		**Dr. V. V. Desai_IMK**	
Type	**Credits**	**Evaluation**	**Marks**
DSC	**03**	**IE:UE**	**40:60**

Course Objectives:

- To develop an advanced understanding of the international marketing environment, the international marketing mix, and international marketing strategy.
- To open business to larger, international audiences. On a brand level, international marketing is an opportunity for wider exposure, product awareness, and increased sales.

Course Outcomes:

CO1: Business persons have the responsibility to understand the complexities of global markets, but many have only studied their own home country's business practices. This course will give an outline to understand international marketing.
CO2: Examining how companies enter international markets and their choices in standardizing or adapting the marketing mix.
CO3: Students will be able to demonstrate an understanding of fundamental concepts of product and brand. Analyze global business opportunities and its implications on a firm's product and branding strategy.
CO4: Students will learn to experience an unfamiliar market setting, build skills in using online international databases. Also measure and critically evaluate the communication effects and results with the help of International Marketing Research.
CO5: Understanding quality issues related to global marketing and distribution of products.
CO6: The course would develop a general perspective about managing international business both in operational as well as strategic context

Unit	Contents	Sessions (Hrs.)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Unit 1: Introduction to International Marketing Meaning and Definition, Nature and scope of international Marketing, · Domestic	10	CO1	Lecture with PPTs and Quiz	Understand	Quiz End Term Internals: Long and Short questions

	Marketing V/s International Marketing. · Environmental Analysis and its Techniques · Challenges and Opportunities in International Marketing,					
2	Unit 2: International Product and Pricing strategies Adoption and Standardisation-Factors encouraging adoption and standardisation · Global Branding Decisions · Packaging Strategies · CIF,FOB Pricing, · Determinants of Pricing · International pricing strategies · International Price Quotation and Payments Conditions.	10	CO 2	Lecture with PPTs and Case Study	Analyze	Case Study End Term: Applied questions
3	Unit 3: International Marketing Communication and Distribution System Integrated Marketing Communication Process · Modes of IMC-Tools and Techniques · International Marketing	9	CO 3	Lecture with PPTs and Cases discussion	Analyze	Case Study End Term: Applied questions

	Channels-Types · Distribution Logistics and Supply Chain Management					
4	Unit4: Planning for International Marketing: Market Research and Information systems- Meaning, needs and Scope · Process of International Marketing Research · Determinants of Market Selection · Market Analysis and Foreign Market Entry strategies	8	CO4	Lecture with PPTs and Quiz	Create	Presentations Case based questions
5	Unit 5: Global Quality Standards Quality Issues in Global Markets · Global quality standards · International Agencies · Quality Issues for Indian Products in International Markets	8	CO5 and CO6	Lecture with PPTs and Group Discussion on current product issues	Evaluate	Discussion on Applied questions Cases Discussions

Sr. No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1	K. Aswathappa	"International Marketing"	2008	Tata McGraw-Hill Education
2	P. Kotler and S. Jha	Global Marketing: A Decision-Oriented Approach	2009	Pearson Education
3	Warren J. Keegan and Mark C. Green	Global Marketing	2019	Pearson Education
4	Subhash C. Jain	International Marketing	2022	Cengage Learning India Pvt. Ltd
Online Resources	**Website address**			
1	Exchange Control Manual-RBI Publications			
2	Handbook of Export Import Procedure			
MOOCS	**Website address**			
1	Management Skills for International Business (Coursera)			
2	Global Strategy: How the Global economy works (Coursera)			
3	Foreign Trade Policies (Latest)			
4	www.ie.port.com			

Elective : Production and Operational Management

Programme: BBA CBCS – Revised Syllabus w. e. f – 2022-2023			
Semester	**Course Code**	**Course Title**	
VII	**PM03**	**Logistics & Supply Chain Management**	
	Prepared By	**Dr. Nilesh Mate_SDE**	
Type	**Credits**	**Evaluation**	**Marks**
DSE	**03**	**IE:UE**	**40:60**

Course Objectives:

- To understand fundamentals of Logistics and Supply Chain Management.
- Develop a sound understanding of the important role of supply chain management in today's business environment.
- Apply knowledge to evaluate and manage an effective supply chain.
- Analyze and improve supply chain processes.
- Design a supply chain for the businesses

Course Outcomes:

At the successful completion of course, the learner will be able to
CO1.Understand the significance of Logistics and supply chain management in Businesses.
CO 2.Apply various tools of Logistics and SCM for betterment of organizational efficiency.
CO 3.Analyze the Demand through forecasting to plan the supply.
CO 4.Evaluate Global Supply Chain Management.
CO 5.Create supply chain strategies to achieve competitive advantage for the businesses.

Unit	Contents	Sessions (Hrs.)	Cos Number	Teaching Methodology	Cognition Level	Evaluation Tools
1. Introduction to Logistics and Supply Chain Management	Definition and significance of logistics and supply chain management Historical evolution and development of supply	08	CO1	Lecture, Quiz	Understand	Quiz End Term Internals: Short Answer

	chain management Key stakeholders and their roles in the supply chain Overview of supply chain flows (information, product, and cash) Trends and challenges in modern supply chains					
2. Supply Chain Strategy and Design	Formulating supply chain strategies to achieve competitive advantage. Supply chain network design and optimization Role of technology and data analytics in supply chain design Sustainability considerat	10	CO2, CO3	Lecture, Quiz	Apply, Analyse	Case Study, End Term: Applied Question

	ions in supply chain strategy					
3. Logistical Operations	Procurement and supplier relationship management Transportation modes and management Inventory management techniques and principles Distribution center operations and optimization Lean and agile supply chain concepts	10	CO3, CO4	Lectures, Video Cases	Analyse, Evaluate	Case Study, End Term: Applied Question
4. Demand Planning and Forecasting	Demand forecasting methods and models Forecast accuracy and error measurement. Collaborative demand planning and	08	CO4	Lecture, Case Study	Evaluate	Case Study with Presentations, End Term Exams: Case based Questions/Applied Questions

	forecasting (CPFR) Inventory replenishment strategies based on demand forecasts. Case studies on demand planning in real-world scenarios					
5. Global Supply Chain Management and Sustainability	Globalization and its impact on supply chains Cross-border trade and international logistics Risk management in global supply chains Sustainable supply chain practices and corporate social responsibility (CSR) Emerging trends in logistics and supply chain sustainability	09	CO5	Lectures, Case Study, Flip Classroom	Create	Case Presentation Activity, End Term: Theory Applied

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year of Edition	Publisher Company
1	SatishC. Ailawadi & RakeshSingh	LogisticsManagement	2005	Prentice-HallofIndia Pvt.Limited
2	D KAgrawal	Logisticsand Supply ChainManagement	2003	Macmillan PublishersIndia Limited,
3	JanatShah	Supply ChainManagement-TextandCases	2009	PearsonEducation
4	DouglasLong	InternationalLogistics:GlobalSupplyChain Management	2003	SpringerUS
5	DonaldJ. Bowersox&DavidJ. Closs	LogisticalManagement	1996	McGraw-HillCompanies
6	DonaldWaters	Logistics-AnIntroduction toSupplyChain Management	2003	PalgraveMacmillan

Online Resources

Online Resources	Website address
1	www.poms.org
2	www.logisticsmgmt.com
3	www.ionlogistics.eu

MOOCs

MOOCS	Website address
1	alison.com
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Elective: Information Technology Management

BBA Semester VI			
Semester	**Course Code**	**Course Title**	
VII	**IT03**	**RDBMS with Oracle**	
	Prepared by	**Dr Swati Desai_IMED**	
Type	**Credits**	**Evaluation**	**Marks**
DSE	**03**	**IE:UE**	**40:60**

Course Objectives:

- To understand various concept of RDBMS.
- To understand the Structured Query Language and be able to use it with Oracle database.
- To understand Procedural Language SQL (PL/SQL) and be able to use it in conjunction with an Oracle database.
- To learn implementation of RDBMS concepts to real life problems to solve them

Course Outcomes:

At the end of this course, student should be able to:

CO 1: Simple Query using sample datasets

CO 2: Complex queries using SQL

CO 3: Writing PL/SQL blocks

CO 4: Implementation of RDBMS concepts

Unit	Contents	Sessions (Hrs.)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	**Introduction to oracleRDBMS:** DBMS VS RDBMS, CODD's Rules, Introduction to Oracle: History, Features, Versions of oracle, introduction to oracleRDBMS, Tools of Oracle: SQL, SQL*Plus,SQLForm,SQLReports.	4	CO1	Lecture with Ppts, Q/A,Discussion	Understanding	Assignment
2	**SQLand Components of SQL** Defining a database in SQL, Components of SQL: DDL, DML, DCL, DQL, SQL query Rules, Data types, Keywords, Delimiters,	10	CO2, CO3	Lecture, Quiz	Apply, Analyse	Case Study, End Term: Applied Question

	Literals. DDL Commands – Defining a database in SQL, Creating table, changing table definition, removing table. Truncating Table. DML Commands- Inserting, updating, deleting data, DQL Commands: Select Statement with all options. Renaming table, Describe Command, Distinct Clause, Sorting Data in a Table, Creating table from a table, Inserting data from other table, Table alias, and Column alias. Data Constraints: Primary key, Foreign Key, NOT NULL, UNIQUE, CHECK constraint					
3	**Operators, Functions and Joins** Arithmetic, Logical, Relational, Range Searching, Pattern Matching, IN & NOT IN Predicate, all, % any, exists, not exists clauses, Set Operations: Union, Union All, Minus, Intersect. Relating data through join concept. Simple join, equi join, non equi join, Self join, Outer join, Sub queries, Aggregate Functions , Numeric Functions, String Functions, Conversion functions, Date conversion functions, Date functions.	8	CO1,CO2	Lecture with Ppts, Demo	Analyze	Theory & Practical assignments
4	**Database Objects** Index: Creating index, simple index, composite index, unique index,	8	CO1,CO3	Lecture with Ppts, Demo	Create, Analyze	Theory & Practical

	dropping indexes, multiple indexes on table, using rowid to delete duplicate rows from a table, Sequence: Creating sequence, altering sequence, dropping sequence. Views: Defining, modifying, deleting views.					assignments
5	**Introduction to PL/SQL** Introduction, Advantages, PL/SQL Block, PL/SQL Execution Environment, PL/SQL Character set, Literals, Data types, Variables, Constants, Displaying User Message on screen, Conditional Control in PL/SQL	6	CO4	Lecture with Ppts, Demo	Analyze	Theory & Practical assignments

Reference Books:

Reference Books (Publisher)	**Name of the Author**	**Title of the Book**	**Year Edition**	**Publisher Company**
1 – National	P.S.Deshpande	SQL for oracle 9i	3rd Edition	Dream tech Press
2 – International	Ivan Bayross	PL/SQL The Programming Language of Oracle 3rd Revised Edition	3rd Edition	BPB Publication

Online Resources

Online Resources No	**Web site address**
1	https://www.w3schools.com/sql/
2	https://www.tutorialspoint.com/sql/index.htm
3	https://www.javatpoint.com/sql-tutorial

MOOCs

Resources No	**Web site address**

1	https://www.coursera.org/learn/intro-sql
2	https://www.coursera.org/projects/introduction-to-relational-database-and-sql
3	https://www.coursera.org/projects/intermediate-rdb-sql

Elective: Agribusiness Management

Programme: BBA CBCS – Revised Syllabus w.e.f – 2022-2023			
Semester	**Course Code**	**Course Title**	
VII	**AM03**	**Use of Information Technology in Agribusiness Management**	
	Prepared by	**Dr. Deepali Pisal_IMED**	
Type	**Credits**	**Evaluation**	**Marks**
DSC	**03**	**IE:UE**	**40:60**

Course Objectives:

- Gain a solid understanding of core concepts of ICT in agriculture, with a focus on used cases and potential impact.
- Learn about digital tools enhancing on-farm productivity.
- Understand how to empower small holder farmers through ICT/Digital Tools in market access and financial services.
- Gain awareness of the forward-looking technologies and their scope in agriculture –artificial intelligence, remote sensing, crowd sourcing, and big data analytics.

Course Outcomes:

CO1: To understand the basic concepts of Data Analysis in agriculture, with a focus on used cases.

CO2: To understand role of ICT in Agriculture.

CO3: To understand AI, GIS, MIS and Knowledge Management.

Unit	**Contents**	**Sessions (Hrs.)**	**COs Number**	**Teaching Methodology**	**Cognition Level**	**Evaluation Tools**
1	Introduction to Computers: Types of Computer systems, Basic Computer operations, Networks: Internet, Intranet and Extranet Applications, Functional units of Computers, Practical data	6	CO1	Case Study	Understanding the basics of Computer.	Internal Assessment, Mid term, Endterm and University Exam

	processing application in business, and Computer applications in various areas of business.					
2	The Software: Software types, Systems Software, Classification of Operating System, Application Software, Introduction to Programming Language, Types of Programming Languages. Introduction to Microsoft Office, working with MS Word, MS Excel, MS Power point, Data Base, Data Base Management System.	8	CO2	Lab Assignments	Remembering the languages, applying the knowledge regarding Microsoft Office in day to day life.	Internal Assessment, Mid term, Endterm and University Exam
3	Internet, Security and E-Commerce: Introduction, History and Core features of the Internet, Internet Applications, Internet and World Wide Web, Extranet and E-mail, Mobile Computing, Electronic Commerce, Types of E-Commerce and their utilities	8	C03	Presentation on different e-commerce sites of Agriculture	Understanding e-commerce concepts	Internal Assessment, Mid term, Endterm and University Exam
4	Management Information Systems: Introduction to MIS, Principles of MIS, Characteristics,	6	CO2	Classroom Discussion	Understanding the role of MIS in Manufacturing, Marketing, Finance Human	Internal Assessment, Mid term, Endterm and University

	functions, structure & Classification of MIS, information for decisions; strategic importance of MIS, MIS in Manufacturing, Marketing, Finance Human Resource Management, Materials & Project Management; ERP: CRM				Resource Management, Materials & Project Management; ERP: CRM	Exam
5	Managing Knowledge: Introduction to Knowledge Management, Organizational Learning and Memory, knowledge management activities, Approaches to Knowledge management, Information Technology in Knowledge Management, knowledge Management Systems implementation, Roles of people in knowledge management, Managerial Issues in Knowledge Management.	6	CO2	Theory classroom, teaching	Understanding the Knowledge Management Practices	Internal Assessment, Mid term, Endterm and University Exam

6	Corporate Performance Management and Business Intelligence: A framework of Business Intelligence: Concepts and Benefits, Business Analytics: Online analytical processing reporting and querying, Data Text Web mining and Predictive Analytics, Data Visualization, Geographical Information Systems and virtual reality, Real time business intelligence and competitive Intelligence, Business Performance Management Scorecards and Dashboards.	6	CO4	Lab Assignments on Data Visualization.	Understanding Online analytical processing reporting and querying	Internal Assessment, Mid term, Endterm and University Exam

Elective: Retail Management

Programme:BBACBCS–RevisedSyllabusw.e.f.-Year2022–2023			
Semester	**Course Code**	**Course Title**	
VII	**R03**	**Merchandising, Display and Advertising**	
Prepared By		**Mr. Akhilesh Jadhav_IMRDA**	
Type of Course	**Credits**	**Evaluation**	**Marks**
DSE	**03**	**IE:UE**	**40:60**

CourseObjectives:

The objective of this course on Merchandising Display and Advertising is to equip students with a comprehensive understanding and practical skills in the creation, implementation, and evaluation of merchandising and advertising strategies in the retail sector. The course aims to:

- Introduce the concepts and historical evolution of retail merchandising and advertising, emphasizing their role and significance in the modern business landscape.
- Develop the ability to design and execute effective merchandising displays using fundamental principles of design and display techniques to enhance consumer experience and sales.
- Provide insights into the strategic selection and management of promotional mixes, leveraging both traditional and digital platforms to communicate the store's brand and maximize market reach.
- Foster skills in planning, developing, implementing, and evaluating advertising campaigns, integrating both online and offline efforts to achieve comprehensive market penetration and brand cohesion.

Course Outcomes:

After completing the course the students shall be able to

CO1: Demonstrate knowledge of the historical development of retail merchandising and advertising, understand evolving customer expectations, and appreciate the critical role of retail in the modern business ecosystem.

CO2: Apply principles of design and display techniques to create attractive and strategic in-store and digital merchandising displays that effectively capture consumer interest and drive sales.

CO3: Develop and execute communication strategies that effectively convey the store's brand identity and value proposition through a well-selected mix of promotional activities, leveraging both traditional and digital media.

CO4: Exhibit proficiency in planning, budgeting for, implementing, and evaluating the effectiveness of advertising campaigns, utilizing both quantitative and qualitative metrics to inform future strategies.

Unit	Sub Unit	Sessions	CO Number	Teaching Methodology		Evaluation Tools
1 Introduction	Introduction to Merchandising and Advertising: Overview of the course, significance in the retail sector. History and Evolution of Retail Merchandising: Tracing the changes in merchandising practices over time. Stages of Merchandise Planning: Conceptualizing, planning, execution, and analysis. Developing a Merchandise Plan: Steps in creating a strategic plan for merchandise. Elements of Merchandise Management: Inventory management, selection, pricing strategies.	10	CO1	As per the discretion of the Faculty	Remember	As per the discretion of the Faculty

	Issues in Merchandise Management: Common challenges and strategic solutions. Implementing the Merchandise Plan: Execution steps, monitoring, and adjustments. Fundamentals of Merchandising : Core concepts and practices in merchandising.					
2 Principles of Design and Display	Basic Design Principles: Understanding color, balance, contrast, emphasis, and proportion. Merchandising Display Techniques: Techniques for effective window and in-store displays, layout strategies. Impact of Lighting, Color, and Texture: How	10	CO2	As per the discretion of the Faculty	Understand	As per the discretion of the Faculty

	these elements influence consumer perception. Role of Visual Merchandising and Advertising: Their importance in enhancing retail experience and sales.					
3 Promoting the Store	Elements of Promotion: Overview of promotional elements and their role in retail. Communicating the Image: Strategies to communicate store image and brand identity. Selection of Promotion Mix: Choosing the right mix of advertising, sales promotion, publicity, personal selling, and relationship marketing. Display Advertisement and Sales Promotion:	10	CO3	As per the discretion of the Faculty	Apply	As per the discretion of the Faculty

	Understanding different types of promotions, objectives, and management. Management of Sales Promotion & Publicity: Strategies for effective promotion and publicity management.					
4 Digital Merchandising and Advertising Strategies	Introduction to Digital Merchandising Techniques: Virtual displays, e-commerce visuals, and their impact. Digital Advertising Platforms and Strategies: Leveraging social media, email marketing, and online advertising. Integrating Online and Offline Efforts: Ensuring coherence between digital and physical merchandising and advertising strategies.	10	CO4	As per the discretion of the Faculty	Analyse	As per the discretion of the Faculty

5 Implementing and Evaluating Advertising Campaigns	Planning and Developing Advertising Campaigns: Setting objectives, targeting, budgeting, and media selection. Creating the Message and Creative Strategy: Crafting messages that resonate with the target audience. Implementation of Advertising Campaigns: Scheduling, deployment, and the use of technology in execution. Evaluating the Effectiveness of Campaigns: Using metrics and measurement techniques, analyzing feedback, and adjusting future strategies.	10	CO3, CO4	As per the discretion of the Faculty		As per the discretion of the Faculty

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	David Gilbert Retail Marketing Management	David Gilbert Retail Marketing Management	-	Pearson Education
2	Agarwal, Bansal, Yadav& Kumar Retail Management	Agarwal, Bansal, Yadav& Kumar Retail Management	--	Pragati Prakashan, W.K.Road, Merut
3	Andrew J. Newman & Peter	Retailing Environment & operations	-	Change learning

Online Resources:

Online Resources.	Website address
1	https://www.smartinsights.com/ecommerce/merchandising/online-merchandising/
2	http://www.yotpo.com/blog/online-
3	http://www.tickto.com/digital-displays-retail-

MOOCs:

Resources.	Website address
1	Mooc.org
2	Coursera
3	Udemy

Elective: Project Management

Programme: BBA CBCS – Revised Syllabus w.e.f – 2022-2023			
Semester	**Course Code**	**Course Title**	
VII	**PR03**	**Managing Large Projects**	
Prepared By		**Dr. Pawan Kaul_IMR**	
Type	**Credits**	**Evaluation**	**Marks**
DSC	**3**	**IE:UE**	**40:60**

Course Objectives :

- To understand the importance of project management in today's world.
- To understand the financial risks in projects.
- To learn about concept of CPM/PERT in project planning
- To understand the project risks, project monitoring and close out process in project
- To understand the latest software's used in the managing the project

Learning Outcomes :

CO 1: Develop the understanding of a project organization and its scope and priorities.
CO 2: Identify, analyse, and refine project costs to produce a budget and control project costs
CO 3: Plan and manage the scope, cost, timing, and quality of the project, at all times focusing on project success as defined by the project stakeholders
CO 4: Monitor the project risks and closing of projects
CO 5: Understanding the practical application of software's for managing the projects.

Unit	**Contents**	**Sessions (Hrs)**	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1 Overview of Project	Concepts and attributes of Project, Project lifecycle and stake holders, Project Organization, WBS, Scope and priorities.	8	CO1	Classroom Lectures / Presentation	Remembering /Understanding	Internal Assessment/ University Exam
2 Project Screening	Project screening and selection , Project financial appraisal , detailed project report	8	CO2	Classroom Lectures / Prese	Analyse/ Evaluate	Internal Assessment/ University Exam

				ntatio n		
3 Proje ct Plann ing	Time and cost estimates with AON and AOA conventions, Network analysis, Float analysis, Gantt chart and PERT Analysis	10	CO 3	Classr oom Lectu res / Prese ntatio n	Analys e/ Evalua te	Internal Assessmen t/ University Exam
4 Risk Asses sment	Risk concept and identification, risk assessment, prioritizing risks, risk response planning, Project tracking and control elements, Earned Value Management, project completion and handover	8	C O4	Classr oom Lectu res / Prese ntatio n	Analys e/ Evalua te	Internal Assessmen t/ Observatio n/ University Exam
5 Proje ct Mana geme nt Softw are	Introduction, Advantages of Using Project Management Software, Common Features Available In Most of the Project Management Software, Study of MS project or any other project management	8	C O5	Classr oom Lectu res / Prese ntatio n	Evalua te /Create	Internal Assessmen t/Universit y Exam

Reference Books

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Erik Larson and Clifford Gray	"Project Management: The Managerial Process", 8th edition,	2020	McGraw Hill
2	Pradeep Pai	Project Management	2019	Pearson India Education services Pvt Limited
3	Nicholas & Steyn	Project Management for Business , Engineering & Technology	2012	Elsevier

Online Resources

OnlineResourcesNo.	Websiteaddress
1	https://en.wikipedia.org/wiki/Project_management
2	https://www.pmi.org/about/learn-about-pmi/what-is-project-management
3	https://www.simplilearn.com/tutorials/project-management-tutorial/project-planning
4	https://hbr.org/2023/11/why-big-projects-fail-and-how-to-give-yours-a-better-chance-of-success

MOOCs:

Resources No.	Websiteaddress
1	https://www.mooc-list.com/tags/project-management
2	https://www.coursera.org/courses?query=project%20management
3	https://onlinecourses.nptel.ac.in/noc19_mg30/preview

Elective: Business Analytics Management

Programme:BBACBCS–RevisedSyllabusw.e.f.-Year2022–2023			
Semester	**CourseCode**	**CourseTitle**	
VII	**BA 03**	**Data Warehousing and Data Mining**	
	Prepared By	**Dr. Sujata Mulik_IMED**	
Type	**Credits**	**Evaluation**	**Marks**
DSC	3	IE:UE	40:60

CourseObjectives:

- To introduce the basic concepts of Data Warehouse and Data Mining techniques.
- Examine the types of the data to be mined and apply pre-processing methods on raw data.

CourseOutcomes:

CO1: Remembering the fundamentals of Database technology and its application in data warehousing and data mining.
CO2: Creating multi-dimensional data models using star, snowflake and fact constellation schemas
CO3: Understand the components, architecture and other important tools of data warehousing and data mining
CO4: Process raw data to make it suitable for various data mining algorithms.

CO5: Discover and measure interesting patterns from different kinds of databases
CO6: Apply the techniques of clustering, classification, association finding, feature selection and visualization to real world data.

Unit	**Conte**	**Sessions (Hrs)**	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1 **Introduction to Data Warehousing:**	Data Warehousing, Difference between operational database system and data warehouse, characteristics of data warehousing Metadata, Importance of Metadata. Data Marts, Reasons for creating Data Marts, Building Data Marts: Top down Approach & Bottom up Approach, Data Warehouse Architecture, Three Tier Architecture. Data Warehouse Schema, Star, Snow Flake & Fact Constellation Schema. OLAP, Need for OLAP	7	CO2 ,CO 3	Lecture with Ppts Case Study	Apply (Analyse)	Case Study , Examples discussion Mid Term: Applied Questions
2 **Introduction to Data**	Importance, Objectives and Techniques, Data Cleaning, Data	8	CO1	Lecture with PPTs	Analyse	Case Study discussion

Pre-processing:	Integration, Data Transformation, Data Reduction					Mid Term Exams: Case based Questions/Applied Questions
3 **Introduction to Data Mining**	Introduction, Need for Data Mining, KDD Process, Data Mining Architecture, Data Mining Functionalities, Data Mining Task Primitives, Integration of a Data Mining System with a Database or Data Warehouse System	8	CO4	Lectures with PPTs	Analyse	Class Test Assignment End Term Exam: Short case and situation based questions
4 **Mining Frequent Items and Associations**	Frequent Item Set, Closed Item Set, Association Rule Mining, Market Basket Analysis, Classification of Association Rules, Apriori Algorithm	8	CO5	Lectures with PPT ,Examples ,case study	Create	Research paper activity End Term: Theory Applied
5 **Classification and Prediction**	Classification & Prediction, Issues regarding classification & Prediction, Comparing Classification Methods, Classification by Decision Tree Induction	8	CO6	Lectures with PPTs Flip Classroom Demonstration on ML tool	Evaluate	Class test Activity End Term: Theory Applied
6 **Cluster Analysis**	Introduction, Cluster Analysis, Types of Data in Cluster Analysis, Partitioning Methods: K-Means Method, Applications of data mining in various sectors	6	CO6	Lectures with PPTs Flip Classroom ,Examples	Evaluate	Class test End Term: Theory Applied

				,Demonstration on ML Tool		

Attendance Policy

Reference Books

Sr.No.	NameoftheAuthor	TitleoftheBook	Year Edition	Publisher Company
1	Jiawei Han and MichelineKamber	Data Mining Concepts and Techniques	2011	Harcourt India Pvt.
2	Alex Berson, Stephen J. Smith	Data Warehousing, Data Mining and OLAP	2004	McGrawHill
3	D. Hand, H. Mannila, and P. Smyth	Principles of Data Mining	2011	MIT Press

Online Resources

OnlineResourcesNo.	Websiteaddress
1	www.tutorials.com
2	http://www.quora.com
3	http://www.edureka.com

MOOCs:

ResourcesNo.	Websiteaddress
1	NPTEL / Swayam
2	www. edx.com
3	www.coursera.com

Elective: Event Management

Programme: BBA CBCS – Revised Syllabus w.e.f – 2022-2023			
Semester	**Course Code**	**Course Title**	
VII	**EM0**	**Customer Relationship in Event Management**	
Prepared by		**Dr. Aditi Malhotra_BVIMR**	
Type	**Credits**	**Evaluation**	**Marks**
DSC	**3**	**IE & UE**	**40:60**

Course Objectives: (CO)

- Develop in students an ability to manage effective relationships with customers in a rang of business settings.
- Develop a customer centric organization culture.
- Demonstrate how to build long-term customer relationships
- To gain formal and practical knowledge leading to possible careers in the field of event management, corporate communications, public relations.
- The course aims at making the students acquire an in-depth knowledge about the management techniques and strategies required for successful planning, promotion, implementation and evaluation of special events.

Learning Outcomes:

CO 1: Design, develop & integrate CRM mechanism in event management
CO 2: Demonstrate an understanding of CRM concepts, theories and value co- creations.
CO 3 :Identify managerial opportunities and creating customer profiles by using segment targeting strategies
CO4: Understand the event management concepts and their practical applications with diverse event managing stakeholders.
CO5: Develop the event management and planning strategies using, multidimensional event management techniques.

Unit	Contents	Sessions (Hrs.)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1 Introduction to CRM:	Definition, Scope, Evolution and Transformation of Customers, Touch Point Analysis, Criticality of Customer Relationships.		CO1	Lecture with PPT	Understand	Internal Examination

	Benefits of Customer Relationships. Customer Value: Customer Relationship Styles Types of Customer Value, Value Co-creation.					
2 CRM Framework	IDIC Framework, Ladder of Loyalty Customer Bonds, Customer Defections CRM FrameworkLifetim Customer Value, Base Profit Analysis, Value Chain Analysis, Customer Defection. Customer Retention: Importance, Stages Measurement, Customer Expectations: Managing and Delivering.	6	CO1& CO2	Lecture with PPT, and cas study	Understand, Remember and Apply	& End Term Examination
3 Managing Customer Relationship:	Stages, Techniques to Manage Relations, Custome	10	CO3, CO1	Lecture with PPT & Case Study	Understand	Internal Examination

	Experience Management. Creating a Customer Profile; Knowing your Customers; Segmenting & Targeting Customers; Tools used for Segmenting & Targeting Customers. 7. Delivering the Customer Offer: Developing and Deploying CRM Strategy: CRM Program Life Cycl Building Blocks.					
4 Introduction to Event Management	Event Planning, Ideation & Costing What are Event Creatives & Collaterals? Understanding Event Types, Corporate Events Incentives, Marketing & PR Event, Sports Events, Exhibitions & Trade Fairs, Music Events & Concerts, Celebrity & Artist Management	10	CO4 & CO5	Lecture with PPT and Research Paper	Understand and Analyze	& End Term Examination

5 Event Planning	Introduction to Event planning and management, Ever Production, Role o event planner and Qualities of good event planner, Importance of organizing events and its component Techniques, Selections, Coordination, Creativity, Designing, Marketing, Sponsorships and Production of Special, Corporate and Sports Events	10	CO5 & CO4	Lecture with PPT and Research Paper	Understand and Analyze	Internal Examination & End Term Examination

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Lynn Van Wagen & Brend Carlos	Event Management	2020	Pearson ISBN 10: 0131149385ISBN 13: 9780131149380
2	Mallika Srivastava	Customer Relationship Management	2023	Vikas
3	Customer Relationship Management: Emerging Concepts, Tools And Application	Jagdish N Sheth, Parvatiyar Atul, G Shainesh	-	McGrawHill
Online Resourc s	**Website address**			
1	https://weblibrary.miu.edu.my/upload/ebook/management%20_and_business/2018_Bok_CustomerRelationshipManagement.pdf			

2	https://www.uou.ac.in/sites/default/files/slm/HM-402.pdf
MOOCS	**Website address**
1	• https://www.edx.org/search?q=Customer+Relationship+Management • https://www.classcentral.com/search?q=customer%20relationship%20management
2	• https://www.classcentral.com/search?q=event%20managemenet
3	• https://www.edx.org/learn/project-management?hs_analytics_source=referrals&utm_source=mooc.org&utm_medm=referral&utm_campaign=mooc.org-topics • https://www.edx.org/search?q=Event+Management

Elective: Hospitality Management

Programme: BBA CBCS– RevisedSyllabus w.e.f.- Year2022 –2023			
Semester	**Course Code**	**Course Title**	
VII	**HM 03**	**Hospitality Marketing Management**	
	Prepared by	**Dr. Sunita Shenge**	
Type of Course	**Credits**	**Evaluation**	**Marks**
DSE	**3**	**IE:UE**	**40:60**

Course Objectives:

- The course aims to equip students with a comprehensive understanding of marketing principles, strategies for service management, customer value and satisfaction, consumer behavior, and effective communication and promotion techniques. Through an exploration of theoretical concepts and practical applications, students will learn to develop, implement, and evaluate marketing strategies in both goods and services sectors, with a focus on creating customer-oriented organizations that thrive in a globalized environment.

Course Outcomes:

After completing the course the students shall be able to
CO1: Understand the Marketing Conceptual Framework & Consumer Behaviour
CO2: Analyze Customer Value, Satisfaction, and Service Quality
CO3: Understand Consumer Behavior
CO4: Implement Effective Promotion and Guest Handling Strategies
CO5: Apply Knowledge Practically

Unit	Sub Unit	Sessions	CO Number	Teaching Methodology	Cognition Level	Evaluation Tools
1 Introduction	• Marketing conceptual framework-marketing environment -customer oriented organization	12	CO1	As per the Discretion of the Faculty	Understand	As per the Discretion of the Faculty

	• Marketing interface with other functional are as marketing in a globalized environment .-Marketing Mix					
2	Definition - Difference between goods and Services - Characteristics of services - management strategies for service business - role of employees in service process - Internal marketing.	12	CO2	As per the Discretion of the Faculty	Remembe r	As per the Discretio n of the Faculty
3	Customer Value and satisfaction - Five gap model of service quality - Benefits of service quality - Retaining customers, handling customer complaints - Relationship marketing - Monitoring and measuring customer satisfaction	12	CO3	As per the Discretion of the Faculty	Analyse	As per the Discretio n of the Faculty
4	Definition - Consumer Behaviour models - Factors affecting Consumer	12	CO4	As per the Discretion of the Faculty	Analyse	As per the Discretio n of the Faculty

	Behaviour - Cultural, Social, Personal, Psychological					
5	Guest handling - special occasion - Adverting - promoting - merchandising food and beverage - overview identifying the media - Layout and design of advertisement - highlighting the message - Target audience - food and wine display - promoting room service - Telephone selling - persuasive and suggestive selling. Guest handling - identifying guest needs - Maintaining guest history card and records - Effective public relationship - Effective social skills - personalization. Special occasions - Type of special occasions - Creativity and Innovation - Special menu - planning – Co-	12	CO5	As per the Discretion of the Faculty	Apply	As per the Discretion of the Faculty

	ordinating the activities					

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Philip Kotler, Bowen and Makens	Marketing for Hospitality& Tourism		Prentice -Hall Inc
2	Neil Wearne	Hospitality Marketing		Press Pvt Ltd. - Australia

Online Resources:

Online Resources No.	Web site address
1	https://www.classcentral.com/course/edx-managing-marketing-in-thehospitality-and-tourism- industry-7332 2.
2	https://study.com/academy/course/hospitality- marketing.htm

MOOCs:

Resources	Web site address
1	Swayam

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Semester VIII

Programme: BBA CBCS – Revised Syllabus w.e.f – 2022-2023			
Semester	**Course Code**	**Course Title**	
VIII	**801**	**Global Leadership and Culture**	
Prepared by		**Pankaj Saihni_IMR**	
Type	**Credits**	**Evaluation**	**Marks**
DSC	**3**	**IE:UE**	**40:60**

Course Objectives: (CO)

1. Develop a multi-faceted, diverse understanding of leadership perspective - both domestic and Global.
2. Critically assess existing literature regarding theories of leadership and skills necessary to demonstrate it.
3. Develop an increased awareness for working with team, understanding diversity and developing cultural intelligence to lead organizations.
4. Develop the ability to value and appreciate the influence of culture on human behavior in group and organization settings.
5. Learn to lead and develop diverse teams.

Learning Outcomes:

1: Able to understand basic literature of domestic and global leadership and demonstrate leadership skills.

2: Understand leadership literature and demonstrate leadership skills.

3. To develop awareness about working with team and cultural intelligence.

4. To be aware of influence of culture on human behavior in organizations and business.

5. To develop team handling skills and leading diverse teams.

Unit	Contents	Sessions (Hrs.)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Define Leader and leadership , Traits of a leader ,Types of leader, What a leader should know	9	CO1	PPT and discussion	Understand	CES (Class test or assignment or End

	,Global leadership , Leadership theories: Trait Theory, Behavioral, The vroom model, Situational, Transformational and Charismatic Leadership,					term internal)
2	Importance of Team work , Importance of creating shared vision of a team , Leadership in Learning Organization and Crisis, Diversity , Individual's motivating checklist , Success stories of business Leaders : Bill Gates, Rattan Tata, Karshan Bhai Patel, Narayan Murthi, Kiran Mazumdar Shaw etc.	9	CO2	PPT and discussion	Understand	CES (Quiz or test or Flip class)
3	What is culture ,Structure and Variability of culture ,Factors influencing culture , Cultural intelligence ,Impact of culture on business with reference to examples :Islamic banking	8	CO3	PPT & Case studies	Analyse	End term internal

	,Real estate (no 13 considered unlucky and inauspicious by few) ,Airline (No row 17 in Alitalia airline),Having arguments during conversation considered positive in Netherland but taken negative in Japan.					
4	Surveys design to identify traits of successful Business leader of Local /regional Industry or area. Case studies may be given to understand and analyze leadership dilemmatic situation	9	CO4	PPT& Think-Pair-Share (TPS)	Evaluate	End term internal
5	Developing company culture as a tool to inspire excellence and accountability at all levels. Managing workforce diversity, Understanding Work Styles and Cultivating Originality. Maslow need	8	CO5	PPT& Think-Pair-Share (TPS)	Create	CES (Flip class or End term internal)

	hierarchy ,MBTI Model , Foster creativity among individuals and teams and Identify "givers," "takers," and "matchers"					

Reference books

S.no	Name of the Author	Title of the Book	Year Addition	Publisher Company
1	Thomas S.Bateman	Management	2011	Tata McGraw-Hill
2	Ravindranath Badi	Culture Diversity & Society	2016	Himalaya publishing-house
3	John Adair	100 greatest ideas for effective leadership	2011	Wiley
4	John Adair	Leadership Development Activities	2008	Jaico Publishing House
5	Vidya Bhushan & D.R.Sachdeva	An introduction to sociology	2005	Kitab mahal,Allahabad
6	Robin Sharma	Leadership wisdom	2003	Jaico Publishing House
7	Hans Finzel	The top 10 mistakes leaders make	2010	Jaico Publishing House

Online	Website address
1	https://hbr.org/2013/04/in-the-company-of-givers-and-takers
2	https://theewgroup.com/blog/what-is-cultural-intelligence/#what-is-cultural-intelligence
3	https://www.upgrad.com/leadership-and-management-certificate-program-wharton/?utm_source=GOOGLE&utm_medium=NBSEARCH&utm_campaign=IND_ACQ_WEB_GOOGLE_NBSEARCH_MV_WHT_LAM_HIT_T1&utm_content=Leadership_Development_Program&utm_term=leadership%20development%20programs&gclid=CjwKCAjwgsqoBhBNEiwAwe5w00GJ6hZTlPa0fpDcotoqazJAjIXlCOJhtljkNhXCpE9PKoscoYtbdRoCMakQAvD_BwE
4	https://www.udemy.com/course/leadership-styles/
5	https://hbr.org/search?search_type=&term=case+studies+on+leadership&term=
MOOCS	**Website address**
1	https://learning.edx.org/course/course-v1:HarvardX+GSE2x+3T2019/home
2	https://www.coursera.org/mastertrack/global-leadership-hr-management-macquarie?irclickid=XT4Vky1b6xyPTkS3aD0tdTwjUkFRqF0AXU5TzU0&irgwc=1&utm_campaign=2985301&utm_content=b2c&utm_medium=partners&utm_source=impact
3	https://www.coursera.org/learn/international-business-culture
4	https://www.udemy.com/course/components-of-organizational-culture-framework-for-leaders/
5	https://www.udemy.com/course/the-complete-guide-to-the-myers-briggs-type-indicator-mbti/
6	https://www.edx.org/executive-education/the-london-school-of-economics-and-political-science-managing-people-and-teams?index=product&queryID=76667cadf29a4b1bad402ffdeb0f587f&position=1&results_level=first-level-results&term=managing+workforce&objectID=course-611368bd-ca27-4be3-9d16-3b8cd4b08094&campaign=Managing+People+and+Teams&source=2u&product_category=executive-education&placement_url=https%3A%2F%2Fwww.edx.org%2Fsearch

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year2022 – 2023			
Semester	**Course Code**	**Course Title**	
VIII	**804**	**Data Visualization Tools**	
Prepared by		**Mukund Kulkarni_IMK**	
Type of Course	**Credits**	**Evaluation**	**Marks**
SEC	**03**	**IA**	**100**

Course Objectives:

- Understand the Significance of Data Visualization
- Develop Proficiency in Power BI, Tableau, and Google Data Studio
- Apply Best Practices in Data Visualization
- Integrate Data Visualization into Business Processes

Course Outcomes:

After completing the course the students shall be able to

CO1: Students will be able to create diverse visualizations using Power BI, Tableau, and Google Data Studio to effectively represent different types of data.

CO2: Students will demonstrate proficiency in utilizing three widely used data visualization tools, namely Power BI, Tableau, and Google Data Studio.

CO3: Students will apply best practices in data visualization to design visually appealing and informative dashboards, ensuring clear communication of data-driven insights.

CO4: Students will integrate visualizations into business processes, incorporating data visualization tools seamlessly into workflows for enhanced decision-making.

Unit	Sub Unit	Sessions	CO Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to Data Visualization • Overview of Data Visualization • Importance of Visualization in Business • Types of Data Visualizations • Basic Principles of	4	CO1,CO2	Lecture, Discussion	Understand	Quiz, Midterm Exam

	Effective Data Visualization					
2	Microsoft Power BI • Introduction to Power BI • Connecting to Data Sources • Creating Basic Visualizations (Charts, Tables, Maps) • Advanced Power BI Features (Drill-downs, Filters) • Dashboard Creation and Sharing	6	CO2, CO3	Hands-on Practice, Demo	Apply	Assignments, Lab Exercises
3	Tableau • Overview of Tableau • Connecting to Data in Tableau • Building Visualizations with Tableau Desktop • Interactivity and Storytelling in Tableau • Integrating Tableau into Business Processes	4	CO3	Case Studies, Group Discussion	Apply, Evaluate	Case Study Analysis, Group Presentation

4	Google Data Studio • Introduction to Google Data Studio • Connecting and Transforming Data • Creating Interactive Reports and Dashboards • Collaboration and Sharing in Google Data Studio • Integrating Google Data Studio with Google Analytics	6	CO3,CO 4	Practical Demonstratio n, Group Activities	Apply, Analyze	Project, Peer Evaluation
5	Advanced Data Visualization Techniques • Best Practices in Data Visualization • Design Principles for Effective Dashboards • Real-time Data Visualization • Case Studies: Successful Data Visualization in Business • Future Trends in Data Visualization	5	CO4	Lecture, Guest Lectures, Q&A	Analyze, Evaluate	Seminars, Class Participatio n

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Andy Kirk	"Data Visualization: A Handbook for Data Driven Design"	2nd (2019)	Wiley
2	Alberto Cairo	"The Truthful Art: Data, Charts, and Maps for Communication"	2nd (2019)	New Riders
3	Stephen Few	"Show Me the Numbers: Designing Tables and Graphs to Enlighten"	2nd (2012)	Analytics Press
4	Cole Nussbaumer Knaflic	"Storytelling with Data: A Data Visualization Guide for Business Professionals"	1st (2015)	Wiley
5	Nathan Yau	"Data Points: Visualization That Means Something"	1st (2013)	Wiley
6	Hadley Wickham	"ggplot2: Elegant Graphics for Data Analysis"	3rd (2016)	Springer International
7	Tamara Munzner	"Visualization Analysis and Design"	1st (2014)	CRC Press

Online Resources:

Online Resources No.	Web site address
1	http://public.tableau.com/en-us/s/gallery
2	http://docs.microsoft.com/en-us/power-bi/guided-learning/
3	http://support.google.com/datastudio/
4	http://d3js.org/
5	http://www.datavisualizationsociety.com/
6	http://www.storytellingwithdata.com/blog
7	http://www.coursera.org/learn/cs171
8	http://www.kaggle.com/datasets

MOOCs:

Resources.	Web site address
1	Swayam / NPTEL
2	Coursera

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Programme: BBA CBCS – Revised Syllabus w.e.f – 2022-2023			
Semester	**Course Code**	**Course Title**	
VIII	**H-805**	**INTERNSHIP II (Elective -II)**	
Prepared By		**Dr. Mukund Kulkarni _IMK & Dr. Deepali Gala _IMK**	
Type of Course	**Credits**	**Evaluation**	**Marks**
AEC	**8**	IA	100

Course Objectives:

- Assist the student's development of employer-valued skills such as teamwork, communications and attention to detail.
- Expose the student to the environment and expectations of performance in private / public companies or government entities.
- Enhance and / or expand the student's knowledge of a particular area(s).
- Expose the student to professional role models or mentors who will provide the student with support in the early stages of the internship and provide an example of the behaviors expected in the intern's workplace.

Course Outcomes:

CO1: Gain practical understanding of organizational dynamics, applying business concepts to real-world scenarios, and effectively contributing to team projects.

CO2: Develop professional skills in communication, time management, and teamwork through interactions with colleagues, supervisors, and clients during the internship.

CO3: Acquire industry insights and trends, demonstrating critical thinking and problem-solving abilities in analyzing business challenges and proposing strategic solutions within the context of the host organization.

Details

At the end of Semester V a student shall be required to start with the Internship - II based on the **second elective opted by the student**.

The Student needs to prepare a project in any one of the functional areas of business i.e.

- Marketing Management
- Human Resource Management
- Financial Management.
- International Business Management

- Production and Operations Management
- Information technology Management
- Agri-Business Management
- Business Analytics Management
- Event Management
- Hospitality Management
- Project Management

The Summer Internship should be conducted in an organization under the guidance of a faculty member. The duration will be for **60 days**. The report is to be prepared and submitted to the institute during the
semester VI.

GUIDELINES FOR INTERNSHIP FILE

There are certain phases of every Intern's professional development that cannot be effectively taught in the academic environment. These facets can only be learned through direct, on-the-job experience working with successful professionals and experts in the field. The internship program can best be described as an attempt to institutionalize efforts to bridge the gap between the professional world and the academic institutions. Entire effort in internship is in terms of extending the program of education and evaluation beyond the classroom of a university or institution. The educational process in the internship course seeks out and focuses attention on many latent attributes, which do not surface in the normal class room situations. These attributes are intellectual ability, professional judgment and decision making ability, inter-disciplinary approach, skills for data handling, ability in written and oral presentation, sense of responsibility etc.

In order to achieve these objectives, each student will maintain a file (Internship File). The Internship File aims to encourage students to keep a personal record of their learning and achievement throughout the Programme. It can be used as the basis for lifelong learning and for job applications. Items can be drawn from activities completed in the course modules and from the workplace to demonstrate learning and personal development.

The File will assess the student's analytical skills and ability to present supportive evidence, whilst demonstrating understanding of their organization, its needs and their own personal contribution to the organization.

General chaptalization of the report shall be as under;

1) Introduction

2) Theoretical Background

3) Company Profile

4) Research Methodology (Objectives of the study, Scope and Limitations of the study, Sample Design)

5) Data Analysis & Interpretation

6) Findings & Suggestions

7) Conclusion

References

Annexure

TECHNICAL DETAILS

1. The report shall be printed on A-4 size white bond paper.

2. 12 pt. Times New Roman font shall be used with 1.5 line spacing for typing the report.

3. 1" margin shall be left from all the sides.

4. Considering the environmental issues, students are encouraged to print on both sides of the paper.

5. The report shall be hard bound as per the standard format of the cover page given by the Institute and shall be golden embossed.

6. The report should include a Certificate (on company's letter head) from the company duly signed by the competent authority with the stamp.

7. The report shall be signed by the respective guide(s) & the Director of the Institute 10 (Ten) days before the viva-voce examinations.

8. Student should prepare two hard bound copies of the Summer Internship Project Report and submit one copy in the institute. The other copy of the report is to be kept by the student for their record and future references.

9. In addition to this student should prepare two soft copies of their SIP reports & submit one each in Training & Placement Department of the Institute & Library

The Internship I shall be assessed out 100 Marks.

• The examiners' panel shall be decided as per the guidelines received from the

University.

• The viva –voce shall evaluate the project based on

i. Actual work done by the student in the organization

ii. Student's knowledge about the company & Business Environment

iii. Learning outcomes for the student

iv. Utility of the study to the organization

Specialization/Electives

Programme: BBA CBCS – Revised Syllabus w.e.f – 2022-2023			
Semester	**Course Code**	**Course Title**	
VIII	**MK04**	**Integrated Marketing Communication**	
Prepared By		**Dexter Woodward_IMRDA**	
Type of Course	**Credits**	**Evaluation**	**Marks**
DSE	**03**	**IE : UE**	**40 : 60**

Course Objectives:

- Develop a clear understanding of Integrated Marketing Communications (IMC)
- Identify and analyze target audiences through market segmentation techniques and measurement of outcomes
- Acquire practical skills in crafting integrated communication strategies, incorporating advertising, public relations, digital marketing,
- Learn how to measure the success of IMC campaigns
- Explore ethical considerations and legal constraints relevant to IMC

Course Outcomes:

After completing the course the students shall be able to
CO1: Comprehensive Understanding of IMC Principles and its components
CO2: Strategic Planning and Campaign Development using various media
CO3: Acquire skills in crafting compelling and creative messages for diverse target audiences and branding across different communication platforms.
CO4: Explore and apply the integration of digital technologies and emerging trends in the IMC landscape, including social media, mobile marketing, and interactive content
CO5: Understanding the importance of aligning IMC efforts with other functional areas such as sales, customer service, and product development to achieve holistic organizational goals.
CO6: Develop proficiency in evaluating the effectiveness of IMC campaigns using relevant metrics, analytics, and key performance indicators and use insights gained for continuous improvement and optimization.
CO7: Cultivate an awareness of ethical considerations in marketing communication and develop the ability to integrate ethical principles into IMC decision-making.

Unit	Contents	Sessions (Hrs.)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1 Introduction to Integrated Marketing	1. Overview of IMC: Understanding the concept	6	CO1	Lectures, Subject Experts form Industry Case study	Understanding Remembering	Quiz Class test

Communication (IMC)	and its evolution 2. Importance of IMC in the modern marketing landscape 3. IMC vs. traditional marketing approaches 4. The role of IMC in building brand consistency 5. Case studies illustrating successful IMC campaigns					
2 IMC Planning and Strategy	1. Developing an IMC plan: Setting objectives and goals 2. Target audience identification and segmentation 3. Crafting a cohesive IMC strategy 4. Budget allocation and resource planning	7	CO2	Lectures Case Studies Group Discussion IMC Plan Development	Understanding Implying Analysing	Class Test Online Quiz Gproup Discussion

	5. Integration of traditional and digital channels in the IMC plan					
3 IMC Tools and Channels	**a) Advertising:** 1. Types of advertising (traditional and digital) 2. Ad copy creation and appeals 3. Media planning and buying strategies 4. Evaluating the effectiveness of advertising campaigns **b) Sales Promotion:** 1. Consumer and trade promotions 2. Couponing, contests, sweepstakes, and other promotional tools 3. Measuring the impact of sales promotions **c) Public Relations (PR):** 1. PR strategies for building and maintaining brand reputation 2. Crisis management and communication	8	CO3	Lectures Case studies Internship In Advertisement Agency Presentation Evaluation Field Visits	Creating Evaluating	Online Tests Internship Dummy Campaigns

	3. Leveraging traditional and digital platforms for PR					
4 Digital Marketing Integration in IMC	1. The role of digital marketing in the IMC landscape 2. Social media strategies for IMC 3. Content marketing and SEO in IMC campaigns 4. Email marketing and its integration with traditional channels 5. Leveraging data analytics for targeted marketing	7	CO 4	Lectures Group Discussion Content Writing Field Visits	Understanding Recalling Applying Creating	Class Room Test Peer Review Digital Assesment
5 IMC Evaluation and Performance Measurement	**a) IMC Evaluation:** 1. Importance of evaluating IMC efforts 2. Methods for assessing the success of IMC campaigns 3. Adjusting strategies based on evaluation results **b) Measurement of Advertising Effectiveness:** 1. Traditional and digital metrics for measuring advertising performance	7	CO 4 CO 5	Lectures Group Discussion Field Visits Evaluation techniques	Implementation Analysing Creating Evaluating	Industry Assessment Online tests Presentations

	2. A/B testing and optimization strategies 3. ROI analysis and reporting					

Reference Books

Sr. No.	Name of the Author	Title of the Book	Year Edition:	Publisher Company
1	George E. Belch, Michael A. Belch	Advertising and Promotion: An Integrated Marketing Communications Perspective	12th Edition	McGraw-Hill Education
2	Kirti Dutta	Integrated Marketing Communications	1st Edition	Oxford University Press
3	Robert L. Fisk, Michael W. LaTour, Chiranjeev Kohli	Advertising and Promotion Management: An Integrated Marketing Communications Perspective	2nd Edition	Pearson

Online Resources

Online Resources	Website address
1	https://courses.lumenlearning.com/suny-wmopen-introbusiness/chapter/promotion-integrated-marketing-communication-imc/
2	https://mu.ac.in/wp-content/uploads/2023/10/Integrated-Marketing-Communiucation-INNER-PAGES.pdf
3	https://leverageedu.com/blog/bachelors-in-integrated-marketing-communication/

MOOCs

MOOCS	Website address
1	https://www.classcentral.com/course/integrated-marketing-communications-5509
2	https://onlinecourses.nptel.ac.in/noc24_mg26/preview
3	https://www.my-mooc.com/en/mooc/integrated-marketing-communications-advertising-public-relations-digital-marketing-and-more/

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Programme: BBA CBCS – Revised Syllabus w.e.f – 2022-2023			
Semester	**Course Code**	**Course Title**	
VIII	**FM04**	**International Financial Management**	
Prepared By		**Dr. Ashwini Rodrigues_YMIMK**	
Type of Course	**Credits**	**Evaluation**	**Marks**
DSE	**03**	**IE : UE**	**40 : 60**

Course Objectives:

- To understand the fundamental concepts of International Finance and Domestic Finance.
- To study the role of the International Monetary System in shaping Exchange Rate Regimes.
- To understand the importance and components of Balance of Payments.
- To explore the structure and functioning of foreign exchange markets.
- To understand the importance of international trade in the global economy and explore various methods of international trade finance.

Course Outcomes:

After completing the course the students shall be able to
CO1: Understanding the fundamental concepts of International Finance and Domestic Finance.
CO2: Knowledge of International Monetary System and Exchange Rate Regimes.
CO3: Demonstrate an understanding of the components of BOP, equilibrium and disequilibrium in the BOP.
CO4: Analyse and understand the nature and functioning of foreign exchange markets and develop the ability to manage the foreign exchange risk.
CO5: Familiarize with the mechanism of International Trade Finance.

Unit	Contents	Sessions (Hrs.)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1 Introduction	Meaning, Scope and Importance of International Finance. Distinction between Domestic Finance and International Finance. Role of International Financial Manager in Multinational	10	CO1	Lecture with PPTs Quiz	Understand	Quiz End Term Internals: Short Answers

	Corporations, Emerging Challenges in International Financial Management.					
2 International Monetary System	Evolution, Gold Standard, Bretton Woods System, The Flexible Exchange Rate regime, The Current Exchange Rate arrangement.	7	CO2	Lecture with PPTs Quiz	Apply (Analyse)	Quiz End Term Internals: Short Answers
3 Balance of Payments	Concept, Importance and Types of Balance of Payments, Components of the Balance of Payments, Equilibrium and Disequilibrium in Balance of Payments.	8	CO3	Lecture with PPTs Case Study		Case Study , End Term: Applied Questions
4 Foreign Exchange Management	Functions and Features of Foreign Exchange Market. Structure and Participants of Foreign Exchange Market. Foreign Exchange Exposure. Various tools and techniques of Foreign Exchange	10	CO4	Lecture with PPTs Case Study Quiz	Evaluate	Case Study , End Term: Applied Questions

	Risk Management.					
5 International Trade Finance	Concept and significance of International Trade, Risks involved in International Trade, Methods of International Trade Finance viz. Pre shipment finance, Post shipment finance, Supplier‘s credit, Buyer‘s credit, Factoring, Forfeiting, Offshore banking documentary credit mechanism, Steps involved in Letter of Credit (L.C.) mechanism along with role played by the parties to L.C.	10	CO5	Lecture with PPTs Case Study Quiz	Apply (Analyse)	Activity End Term: Theory Applied

Reference Books

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	P.G.Apte.	International Financial Management	2020	Tata Mcgraw Hill
2	Vyuptakesh Sharan	International Financial Management	2012	Prentice Hall of India Pvt. Ltd.
3	Alan C. Shaprio	International Financial Management	2017	Tata Mcgraw Hill

Online Resources

Online Resources	Website address
1	https://www.investopedia.com/
2	www.icmai.in
3	https://www.freebookcentre.net/

MOOCs

MOOCS	Website address
1	https://www.coursera.org/learn/global-financial-markets-instruments
2	https://www.coursera.org/specializations/global-challenges-business
3	https://nptel.ac.in/courses/110/105/110105057/

Elective: Human Resource Management

Programme: BBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022– 2023			
Semester	**Course Code**	**Course Title**	
VIII	**HR(E)04**	**Cross Cultural HRM**	
Prepared By		**Dr. Hema Mirji_IMED**	
Type	**Credits**	**Evaluation**	**Marks**
DSE	**3**	**UE:IE**	**60:40**

Course Objectives:

- □□□create awareness about the cultural differences its managerial implications in HRM
- To understand the concept of expatriate's selection, training and compensation

Course Outcomes :

After completing the course the students shall be able to

CO1: Students will be able to understand the issues related to cultural diversity and appreciate the importance of cross cultural management.

CO2: The Students will be able to understand the meaning and functions of IHRM

Unit	Contents	Sessions	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Understanding Culture, Culture dimensions, cross cultural differences and managerial implications, Hofstede study, Significance and impact of cross culture on organizations, role of culture in Strategic Decision Making . Influence of National Culture on Organizational Culture. Shift in Culture: significance of shift in Culture, Influence of economic factors and foreign intervention on shifts in local cultures	12	CO1	Lectures, Discussions	Understand Describe	Quiz

2	Global business environment, cross cultural perspectives, cultural paradox; cultural diversity and sensitivity, cross cultural leadership and decision making, Cross Cultural Communication and negotiation, cultural intelligence, case study of Cultural Intelligence by P. Christopher Earley and Elaine Mosakowski, HBR.	12	CO1	Lectures, Discussions	Understand Describe	Quiz, Case study
3	International HRM – differences between domestic and international HRM, Expanding the Role of HRM in International Firms; international HRM approaches, HR and expansion strategies.	12	CO2	Lectures, Discussions	Understand Describe	Quiz, Case study, Assignment
4	International recruitment and selection, performance management, training and development, compensation. Social Responsibility and International HRM; HRM In Cross Culture Mergers & Acquisitions	12	CO2	Lectures, Discussions	Apply Analyse	Quiz, Case study
5	International assignments – need and issues. Repatriation, coping with new role demands, labour relations. Managing expatriates. Research and emergence of different approaches to cross cultural management. Achieving and Sustaining International Competitive Advantage; International Strategic Alliances, Cross-culture ethics: Ethics values across cultures and Ethics dilemma	12	CO2	Lectures, Discussions	Apply Analyse	Quiz, Case study

Reference Books:

Sr. No.	Name of the Author	Title of the Book	PublisherCompany
1	Shobhana Madhavan	Cross-Cultural Management	Oxford University Press
2	K Aswathappa, Sadhna Dash	International Human Resource Management - Text And Cases	Tata McGraw-Hill
3	Paula Caligiuri, David Lepak, Jaime Bonache	Managing The Global Workforce,	John Wiley & Sons Ltd.
4	G. Hofstede	Cultures Consequence ; International Differences in Work related Values	Sage
5	Peter J Dowling et al	International Human Resource Management: Managing People in a Multinational Context	Third Edition (South Western)

Online Resources:

Online Resources No.	Web site address
1	https://pdfs.semanticscholar.org/7242/bb07d3f9568f1579d5e0d87f189a673c5c65.pdf
2	https://www.theseus.fi/bitstream/handle/10024/20819/Thesis-Pu%20Jing.pdf
3	https://www.hs-pforzheim.de/fileadmin/user_upload/uploads_redakteur_technik/02_News/2021/21.01.20_Fallstudienbuch_CCM/9781351121064_preview.pdf
4	https://www.geektonight.com/international-human-resource-management/
5	https://www.slideshare.net/AparrajithaAriyadasa/models-theories-and-concepts-of-of-ihrm-1

MOOCs:

Resources.	Web site address
1	Alisons
2	Swayam

Programme: BBA CBCS – Revised Syllabus w.e.f – 2022-2023			
Semester	**Course Code**	**Course Title**	
VIII	**IB04**	**Global Business Strategies**	
Prepared By		**Dr. Sonia Sorte_IMED**	
Type	**Credits**	**Evaluation**	**Marks**
DSE	**3**	**IE:UE**	**40:60**

Course Objectives: (CO)

- Ability to apply concepts, principles and theories of International Business to the current business challenges.
- Knowledge: Basic and broad knowledge in global business environment, strategies and management.
- Practical Application: Use of various analytical tools of marketing for real world scenarios.
- Global Perspective and knowledge of diverse work cultures.

Learning Outcomes:

CO1: Knowledge entrepreneurship orientation about Global Business Strategic decisions
CO2: Designing and Developing a real time solution to challenges with managerial competence
CO3: Understanding Teamwork Sustainable and Ethical Aspects of Business

CO4: Knowledge about macro environmental variables affecting business decisions.
CO5: Understanding the strategic tools and techniques to expand the business.

Unit	Contents	Sessions (Hrs.)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Overview of international business environment: Forms of international business	10	CO1	PPTs, Cases, News reviews, Government web portals	Understand	Q/A,Tests, Presentations, Debates and discussions
2	Global Competitiveness: Export Management, Technology and global	9	CO2	PPTs, Cases, News reviews, Government web portals	Analyse	Q/A,Tests, Presentations, Debates and discussions

	Competition, world economic growth and the environment					
3	Forms and Ownership of Foreign Production: Types of collaborative arrangements; Licensing, joint ventures	9	CO2	PPTs, Cases, News reviews, Government web portals	Understand	Q/A,Tests, Presentations, Debates and discussions
4	Managing International Collaborations	9	CO4	PPTs, Cases, News reviews, Government web portals	Evaluate	Q/A,Tests, Presentations, Debates and discussions
5	Country evaluation and selection: Analysis of macro and micro indicators, country comparison tools	8	CO3	PPTs, Cases, News reviews, Government web portals	Evaluate	Q/A, Tests, Presentations, Debates and discussions

Reference Books

Sr. No.	**Name of the Author**	**Title of the Book**	**Year Edition**	**Publisher Company**
1	M Porter (1990)	Competitive Advantage of Nation		New York Free Press
2	Engelwood Cliffs,	The Strategy Process		M J Prentice Hall
Online Resources	**Website address**			
1	https://www.global-strategy.net/what-is-global-strategy/			
2	https://www.researchgate.net/publication/322789850_Internatio			

	nal_Business_Strategy
MOOCS	**Website address**
1	www.Coursera.org
2	www.Udemy.com
3	Swayam.gov.in

Programme: BBA CBCS–Revised Syllabus w. e. f.-Year 2022–2023			
Semester	**Course Code**	**Course Title**	
VIII	**PM04**	**World Class Manufacturing Practices**	
Type	**Credits**	**Evaluation**	**Marks**
DSE	**03**	**IE:UE**	**40:60**

Course Objectives:

- To gain in depth knowledge of World Class Manufacturing (WCM) Practices in globally Leading Manufacturers.
- To gain concept of Strategic Decisions for business, JIT, Total Employee involvement.
- To get acquainted with the use of IT, ERP and MRP systems

Course Outcomes:

CO1.-Demonstrate the relevance and basics of World Class Manufacturing Practices.
CO2.-Understand the concepts of Business excellence, competitiveness and customization of product for manufacturing.
CO 3.-Implementation of new technology concepts of world class manufacturing, dynamics of material flow, and Lean manufacturing.
CO 4.-Understand recent trends in manufacturing to meet the current and future business challenges.

Unit	**Sub units**	**Sessions (Hrs)**	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to World Class Manufacturing (WCM) Practices: World Class manufacturing; Concept, Imperatives for success – Technology,	9	CO1, CO2	Lecture with Ppts	Understand	Quiz End Term Internals Short Answers
2	Planning for Manufacturing System: Strategic decisions in manufacturing management; choice of technology; capacity; Layout; Aggregate Planning and	9	CO 1, CO 2, CO3,	Lecture with Ppts, Hand outs notes, Case Study	Understand, Apply (Analyse)	Case Study , Newspaper Article End Term: Applied Questions

	Master production scheduling.					
3	Materials Planning: Resources planning - Materials Requirement planning (MRP). Manufacturing Resources planning (MRP-II), Enterprise Resources Planning (ERP).	9	CO 1, CO 2, CO 3, CO4	Lecture with PPTs, Hand outs notes, Case Study	Remembe r, Apply	Case Study with Presentations End Term Exams: Case based Questions/Appl ied Questions
4	Just in Time (JIT): Just-In-Time (JIT) - Concept, Advantages, Techniques of JIT, JIT Layout, Kanban system.	9	CO1, CO2, CO3	Lectures with PPTs Case Study	Remembe r, Understan d, Apply	End Term Exam: Short case and situation based questions
5	World Class Manufacturi ng developmen t Tools: Total employee Involvement and small group activities 5-S Concept, Total Productive Maintenanc e, Automation in design and manufacturi	9	CO1, CO2, CO3, CO4,	Lecture, Hand outs notes, Case Activity	Understan d, Apply	Case Presentation Activity Exams: Case based Questions/Appl ied Questions

	ng. Role of IT in World Class Manufacturing, Flexible Manufacturing Systems (FMS)					

Reference Books

Sr. No.	**Name of the Author**	**Title of the Book**	Year Edition	Publisher Company
1 – National	B S Sahay K B C Saxena, Ashish Kumar	World-Class Manufacturing- A Strategic Perspective	2018	Infinity press
2 – National	L.C. Jhamb	Production Operations Management	2014	Everest publishing House
3 – National	S.A. Chunawalla, D.R. Patel	Production and Operations Management Systems	2018	Himalaya Publishing House
4– International	Richard J.Schonberger	World Class Manufacturing	1986	Schonberger & Associates
5 – International	Carlo Baroncelli& Noela Ballerio (eds.)	WCOM (World Class Operations Management) : Why You Need More Than Lean	2016	Springer International Publishing
6 – International	Devistsiotis Kostas N,		1981	McGraw Hill

Online Resources

Online Resources No.	Website address
1	https://www.wcm.fcagroup.com/
2	www.iso.org

MOOCs:

ResourcesNo.	Website address
1	www.coursera.org
2	www.edx.org
3	www.openlearning.com
4	https://alison.com/

*****

Programme:BBACBCS–RevisedSyllabusw.e.f.- Year2022–2023			
Semester	**Course Code**	**Course Title**	
VIII	**IT04**	**Enterprise Business Applications**	
Type of Course	**Credits**	**Evaluation**	**Marks**
DSE	**3**	**IE:UE**	**40:60**

CourseObjectives:

- Gain Knowledge and Understanding of subject area
- Demonstrate an understanding of the impact of EBAs on business operations and efficiency.
- Configure and customize specific EBAs based on organizational requirements.
- Implement best practices for the integration of EBAs into existing business processes.
- Articulate the impact of enterprise applications on business strategies.

Course Outcomes:

After completing the course the students shall be able to

CO1: Understand the Role of Enterprise Business Applications.

CO2: Gain knowledge of ERP systems and their relevance in business management.

CO3: Explore CRM principles for enhanced customer relationships and organizational efficiency.

CO4: Understand e-commerce fundamentals and their application in business.

Unit	Sub Unit	Sessions	CO Number	Teaching Methodology	Cognition Level	Evaluation Tools
Introduction to Enterprise Business Applications	Overview of EnterpriseBusiness Applications, Types of Enterprise Business Applications, Evolution and Trends, Role in Business Strategy, Challenges and Opportunities	9	CO1	Lecture & Class Discussions	Overview, Importance	Quiz, Class Presentation
ERP Systems in Business Management	Understanding ERP (Enterprise Resource Planning), Modules within ERP Systems,Implementation Process, ERP Benefits and	9	CO2	Lectures & Conceptual Discussions	Understanding, Implementation	Hands-on Exercise, Discussion Forum

	Risks, Future Trends in ERP					
CRM (Customer Relationship Management) Applications	Introduction to CRM, Key Components and Features, Customer Data Management, CRM in Marketing, Sales, and Service, Implementation Strategies	9	CO3	In-class Concept Mapping	Introduction, Implementation	Role Play, Discussion Forum
E-commerce and Online Business Applications	Fundamentals of E-commerce, E-commerce Platforms and Technologies, Online Payment Systems, Security in E-commerce, Emerging Trends in E-commerce	9	CO4	Group Discussions	Fundamentals, Security	Website Evaluation, Debate
Business Intelligence and Analytics Applications	Basics of Business Intelligence (BI), Data Warehousing and Data Mining, BI Tools and Technologies, Real-world Applications of BI, Ethical Considerations in BI	9	CO5	Online Simulations	Basics, Analytics	Tool Exploration, Analysis

ReferenceBooks:

Sr.No.	NameoftheAuthor	Title ofthe Book	YearEdition	PublisherCompany
1	Vinod Kumar Garg and N. K. Venkitakrishnan	"Enterprise Resource Planning: Concepts and Practice"	2011	PHI Learning Private Limited
2	Luvai F. Motiwalla and Jeffrey Thompson	"Enterprise Systems for Management"	2019	Pearson Education Limited
3	by Francis Buttle	"Customer Relationship Management: Concepts and Technologies"	2019	Routledge

Online Resources:

OnlineResourcesNo.	Websiteaddress
1	https://www.outsystems.com/glossary/what-is-enterprise-application/
2	https://www.spaceotechnologies.com/blog/what-is-enterprise-application/
3	https://en.wikipedia.org/wiki/Enterprise_software

MOOCs:

Resources.	Websiteaddress
1	https://onlinecourses.swayam2.ac.in/cec20_mg25/preview
2	https://www.coursera.org/courses?query=e-commerce
3	https://www.udemy.com/courses/business/e-commerce

Programme: BBA CBCS – Revised Syllabus w.e.f.- Year2022–2023			
Semester	**Course Code**	**Course Title**	
VIII	**AM04**	**Cooperatives Management**	
Prepared By		**Dr. Shabana Memon_IMK**	
Type of Course	**Credits**	**Evaluation**	**Marks**
DSE	**03**	**IE:UE**	**40:60**

CourseObjectives:

- To understand the concept of cooperation and cooperatives
- To study the cooperative development and its importance
- To educate and train students in democracy, economic and social development.

Course Outcomes:

After completing the course the students shall be able to
CO 1: Identify the benefits of Cooperation.
CO 2: Learn basic Cooperative concepts and terms.
CO 3: Critically evaluate the ongoing cooperative developments in India and abroad
CO 4: Get exposure to various co-operative principles, practices and thoughts
CO 5: Identify the practice of co-operative education and the institutional support available to cooperatives

Unit	Sub Unit	Sessions	CO Number	Teaching Methodology	Cognition Level	Evaluation Tools
1 Basic Concepts in Cooperation	Meaning, Nature, Scope of Cooperation. Social Benefits, Economic Benefits and Moral Benefits of cooperation. Types of Cooperation Need of cooperative training	6	CO1 and CO2	Lecture and discussion	Understand, Comprehension	Test, quiz
2 Cooperatives and Other	Organizational Structure in cooperatives	8	CO1& CO 2	Case study and	Knowledge	Report writing,

Forms of Economic System	Service Organization in Cooperative Societies Business Organization in Cooperative Cooperative Societies and Capitalism Organization Cooperative Societies and Socialism Organization Comparative between Socialism and Capitalism			organization visits		Presentations
3 **Co-operative Thoughts**	Pre-Rochdale Co-operative Thought – Thoughts of Robert Owen, Dr. William King, and Charles Fourier. Rochdale Model Post-Rochdale Cooperative Thought: Dr. Warbasse, Charles Gide and Raiffeisen and Schulz. Different Schools of Cooperative Thought-Concepts only	10	CO 3, CO 4 & CO 5	Lecture and library assignments	Analyse	Paper presentation/ report writing
4 **International Cooperative Alliance** (ICA)	Paris congress principles -1937 ICA Vienna congress principles -1966 ICA Manchester congress cooperative principles -1995	8	CO 2, CO 3 & CO 4	Discussion and library assignments	Analysis and Synthesis	Presentations, Quiz

	Critical Evaluation of Cooperative Principles					
5 **Co-perative Movement in India**	Development during Pre-Independence and Post Independence Era National Policy on Co-operation, State's role in cooperation, Issues in Cooperation. Recommendations of important committees: All India Rural Credit Survey Committee (AIRCSC), All India Rural Credit Review Committee (AIRCRC), CRAFICARD, ACRC	8	CO1, CO 2, CO 3, CO 4 & CO 5	Lecture, discussion and report writing	Analysis and Evaluation	Presentations, Assignments

ReferenceBooks:

Sr.No.	NameoftheAuthor	Title ofthe Book	YearEdition	PublisherCompany
1	S. Nakkiran (Author)	Cooperative Management : Principles And Techniques	2006	Deep & Deep Publication (1 January 2006)
2	Hans-H. Münkner	Co-operative Principles and Co-operative Law.	2015	LIT Verlag Münster, 2015
3	S.L. Goel (Author)	Cooperative Administration and Management: Text and Case Studies	2012	Deep and Deep Publications (1 January 2012)
4	Sundararajan	Dimensions Of Co-Operative Management	2000	Mittal Publication
5	R.Gopalkumaran Nair N.J.Shahji V.S.Anilkumar	Co-Operative Management & Administration	2000	Impress Publishers

OnlineResources:

OnlineRessources No.	Websiteaddress
1	https://sde.uoc.ac.in/sites/default/files/sde_videos/SLM-B%20Com-%20Co-operative%20Managements%20and%20Administration%20%281%29.pdf
2	https://www.sciencedirect.com/journal/journal-of-co-operative-organization-and-management
3	https://search.worldcat.org/title/all-india-rural-credit-survey-report/oclc/1359106
4	https://ica.coop/en/media/news/paris-climate-agreement-echoes-co-operative-values-and-principles
5	https://ica.coop/en/media/news/statement-unity-alliances-principles-committee-charlie-hebdo

MOOCs:

Resources.	Websiteaddress
1	www.swayam.gov.in
2	www.udemy.com
3	www.coursera.org
4	www.alisons.com

Programme: BBA CBCS – Revised Syllabus w.e.f – 2022-2023			
Semester	**Course Code**	**Course Title**	
VIII	**R04**	**Supply Chain Management in Retailing**	
Name of Faculty		**Dr. Ravi Phadke_IMED**	
Type	**Credits**	**Evaluation**	**Marks**
DSE	**03**	**IE:UE**	**40 :60**

Course Objectives:

- Understanding role of Supply Chain in Retailing in Retail business.
- Make students aware of how Supply Chain works in different retail formats.
- Increase exposure of students towards Supply chain networks in various channels of distribution.
- Make students aware of Role of Logistics and Information technology in Retail Supply Chain.
- To bring students to the required level of knowledge and make them employable in Retail Supply Chain.

Course Outcomes:

CO1: Define and understand various Retail Supply Chain concepts.
CO 2: Describe how supply chain works in different retail formats.
CO 3: Demonstrate how supply chain networks differ in different channels of distribution.
CO 4: Differentiate between various supply chain strategies.
CO 5: Appraise the skills required for tackling modern day Retail Supply Chain issues.

Unit	Contents	Sessions (Hrs.)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1 The Retail Supply Chain - Overview	• Defining the Retail Supply Chain • Comparison with manufacturing supply chain. • Essentials of retail supply chain management • Adding value across Supply chain	06	CO1	Lecture and PPT	Remember, Understanding	**Formative and Summative** (Assignments, Case study, Projects, Class test, MCQ tests, Mid term and End Term Exams)

2 Supply Chain in various Retail formats	• Various Retail formats • Supplier relationship • Customer Relationship Management Process • Inter-functional coordination • Managing Returns • Role of customer feedback in improving retail supply chain	07	CO2	Lecture and PPT	Remember, Understanding, Analyse, Evaluate	**Formative and Summative** (Assignments, Case study, Projects, Class test, MCQ tests, Mid term and End Term Exams)
3 Retail Channel of Distribution	• Drivers of Retail supply Chain • Flexibility, Collaboration and Partnerships in Retail Supply Chain. • Domestic and Global channel of Distribution • Aligning Retail SCM with overall strategy • Bull Whip effect in Retail Supply Chain	10	CO3	Lecture and PPT	Remember, Understanding, Apply, Analyse, Evaluate	**Formative and Summative** (Assignments, Case study, Projects, Class test, MCQ tests, Mid term and End Term Exams)

4 Role of Logistics	• Transportation, packaging, Warehousing, Unitization, Consolidation • Understanding Supply chain costs • Hub and Spoke Model • Supply Chain Operations Reference (SCOR) Model. • Other delivery Models • Managing traceability and transparency in retail supply chain.	11	CO4	Lecture and PPT	Remember, Understanding, Apply, Analyse, Evaluate	**Formative and Summative** (Assignments, Case study, Projects, Class test, MCQ tests, Mid term and End Term Exams)
5 Latest Developments in Retail Supply Chain and information technology	• Pull Vs. Push strategy in Retail Supply Chain • Impact of Globalization on Retail Supply Chain. • Technological advancement in Supply Chain • Low tech Retailing, Bar Codes,	11	CO5	Lecture Case study, PPT	Remember, Understanding, Apply, Analyse, Evaluate, Create	**Formative and Summative** (Assignments, Case study, Projects, Class test, MCQ tests, Mid term and End Term Exams)

	RFID tracking. Pros and cons of use of technology in retail Supply Chain • Digital Supply chains, Use of IoT in retail supply chain • Next Gen Retail Supply Chain – Robotization, Drone Deliveries, Automated returns • Case studies on various issues related to Retail Supply Chain					

Reference Books

Sr. No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1	Narendra Agrawal, Stephen A Smith	Retail supply Chain Management	2015	Springer
2	John Fernie, leigh Sparks	Logistics and Retail management	2014	KoganPage
3	James B Ayers, Mary Ann Oddgaard	Retail supply Chain Management	2018	CRC Press

Online Resources

Online Resources	Website address
1	https://logisticsviewpoints.com/2023/06/01/top-6-retail-trends-supply-chain-planning-challenges-in-2023/
2	https://www.mckinsey.com/~/media/mckinsey/dotcom/client_service/retail/articles/future_of_retail_supply_chains.ashx
3	https://www.91squarefeet.com/formats-of-retail/

MOOCs

MOOCS	Website address
1	Alison.com
2	Swayam.com
3	Couresera

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Programme: BBA CBCS– Revised Syllabus w.e.f.-Year2022 – 2023			
Semester	**Course Code**	**Course Title**	
VIII	**PR 04**	**SOCIAL COST AND BENEFIT ANALYSIS OF PROJECT**	
Prepared By		**Dr. Prashant Patil_IMRDA**	
Type of Course	**Credits**	**Evaluation**	**Marks**
DSE	**3**	**IE:UE**	**40:60**

Course Objectives:

- To know and understand the fundamental principles of social cost and benefit analysis.
- To develop understanding of economic efficiency concepts and criteria for project evaluation
- To gain proficiency in determining the social discount rate, discounting future costs and benefits, and to be able to analyze sustainability considerations.
- To be able to acquire the skills to identify, evaluate, and incorporate externalities into cost-benefit analysis.

Course Outcomes:

After completing the course the students shall be able to

CO 1. Upon completion of this course, students will be able to comprehend and articulate the fundamental principles of social cost and benefit analysis.

CO 2. By the completion of this course, participants will have a solid understanding of economic efficiency concepts and criteria for project evaluation, including the mastery of Net Present Value (NPV), Benefit-Cost Ratio (BCR), and the application of time value of money in social cost-benefit analysis.

CO 3. By completing this course Students will gain proficiency in determining the social discount rate, discounting future costs and benefits, and analyzing intertemporal equity and sustainability considerations.

CO 4. Upon completion of this course, participants will acquire the skills to identify, evaluate, and incorporate externalities into cost-benefit analysis, including understanding methods for valuing positive and negative externalities.

CO5 . By completing this course Students will able to assess project risk in project appraisal.

Unit	Sub Unit	Sessions	CO Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to Social Cost and Benefit Analysis:	6	CO1	Lecture	Remember	Class Participation

	Overview of social cost and benefit analysis, Importance in project evaluation and decision-making, Distinction between private and social costs and benefit					
2	Economic Efficiency and Project Evaluation: Concepts of economic efficiency, Criteria for project evaluation: Net Present Value (NPV), Benefit-Cost Ratio (BCR), Time value of money in social cost-benefit analysis	10	CO2	Lecture	Understand	Quiz
3	Social Discount Rate and Intertemporal Considerations: Determination of social discount rate, Discounting	6	CO1,CO3	Case Study	Analyse	Test

	future costs and benefits, Intertemporal equity and sustainability considerations					
4	Externalities and Their Valuation: Understanding externalities in project analysis, Methods for valuing positive and negative externalities, Incorporating externalities into cost-benefit analysis	6	CO4	Lecture	Understand	Class Discussions and Participation
5	Distributional Impacts and Equity: Examining distributional effects of projects, Assessing equity considerations in cost-benefit analysis, Social welfare implications and trade-offs	6	CO4,CO1	Lecture	Analyse	Class Discussions and Participation
6	Sensitivity Analysis and Uncertainty:	6	CO1,CO5	Lecture	Remember	Class Discussions and

	Analyzing sensitivity to key variables, Dealing with uncertainty in social cost-benefit analysis, Probabilistic approaches and risk assessment in project appraisal					Participation

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	E.J. Mishan, Euston Quah	."Cost-Benefit Analysis: Economic Principles and Applications"	7th Edition	Routledge
2	Harry F. Campbell, Richard P. Brown	"Benefit-Cost Analysis: Financial and Economic Appraisal using Spreadsheets"	3rd Edition	Cambridge University Press
3	Anthony Boardman, David H. Greenberg, Aidan R. Vining, David L. Weimer	Cost-Benefit Analysis: Concepts and Practice	5th Edition	Pearson

Online Resources:

Online Resources No.	Web site address
1	https://www.investopedia.com/terms/c/cost-benefitanalysis.asp
2	https://www.e-education.psu.edu/eme460/node/608
3	https://www.epa.gov/sites/default/files/2017-09/documents/ee-0568-06.pdf
4	https://www.investopedia.com/terms/e/externality.asp
5	https://www.oecd-ilibrary.org/sites/9789264085169-14-en/index.html?itemId=/content/component/9789264085169-14-en
6	https://www.investopedia.com/terms/s/sensitivityanalysis.asp

MOOCs:

Resources.	Web site address
1	https://www.coursera.org/en-IN
2	https://www.edx.org/
3	https://www.coursera.org/en-IN
4	https://www.edx.org/

Programme: BBA CBCS – Revised Syllabus w.e.f – 2022-2023			
Semester	**Course Code**	**Course Title**	
VIII	**BA04**	**Applied Analytics**	
	Prepared By	**Dr. Soham Mohite_CDOE**	
Type	**Credits**	**Evaluation**	**Marks**
DSE	**3**	**IE:UE**	**40:60**

Course Objectives: (CO)
• To introduce students to the basic concepts and techniques of applied analytics.
• To develop students' ability to apply applied analyticsto solve real-world problems.
• To provide students with the skills necessary to use statistical software to perform applied analytics
• To develop students' critical thinking skills when evaluating applied analytics results
• To introduce students to emerging trends and applications of applied analytics
Learning Outcomes:
CO 1:Students will be able to define applied analytics and explain its importance
CO 2:Students will be able to use applied analytics to solve real-world problems.
CO 3:Students will be able to use statistical software to perform applied analytics.
CO 4:Students will be able to think critically about the assumptions of applied analytics techniques and the interpretation of results.
CO 5:Students will be able to apply applied analytics to emerging trends and applications.

Unit	**Contents**	**Sessions (Hrs.)**	**COs Number**	**Teaching Methodology**	**Cognition Level**	**Evaluation Tools**
1 **Introduction to Applied Analytics**	What is applied analytics?,The importance of applied analytics in business,The different types of applied analytics,The steps involved in an applied analytics project,Case studies of applied analytics in action	7(1 hr each)	1,2	Lectures, discussions, and real-world examples	Remember,Understand,Apply	Quiz,Problem solving,Assignment,Class Test,Mid term exam and Term End exam

2 **Data Preparation and Cleaning**	Collecting data from different sources, Understanding and assessing data quality, Cleaning and preparing data for analysis, Data visualization	9(1 hr each)	1,2, 3	Lectures, discussions, and real-world examples using statistical softwares like R	Remember Understand,Apply, Synthesize,Analyze, Evaluate	Quiz, Problem solving, Assigment,Class Test, Mid term exam and Term End exam
3 **Statistical Analysis**	**:**Descriptive statistics, Inferential statistics, Regression analysis, Time series analysis, Hypothesis testing	10(1 hr each)	1,2, 3	Lectures, discussions, and real-world examples using statistical softwares like R	Remember Understand,Apply, Synthesize,Analyze, Evaluate	Quiz, Problem solving, Assigment,Class Test, Mid term exam and Term End exam
4 **Machine Learning**	What is machine learning?,The different types of machine learning algorithms,Supervised learning,Unsupervised learning,Case studies of machine learning in business	10(1 hr each)	1,2, 4	Lectures, discussions, and real-world examples using statistical softwares like R	Remember Understand,Apply, Synthesize,Analyze, Evaluate	Quiz, Problem solving, Assigment,Class Test, Mid term exam and Term End exam
5 **Applied Analytics in Business**	Applied analytics in marketing,Applied analytics in finance,Applied analytics in operations management,Applied analytics in human resources,Applied analytics in strategy	9(1 hr each)	1,2, 5	Lectures, discussions, and real-world examples using statistical softwares like R	Remember ,Understand,Apply, Synthesize,Analyze, Evaluate	Quiz, Problem solving, Assigment,Class Test, Mid term exam and Term End exam

REFERENCE BOOKS :

Sr. No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1	Foster Provost and Tom Fawcett	**Data Analytics for Business: What You Need to Know About Data Mining & Data-Analytic Thinking**	August 16, 2013	**O'Reilly Media**
2	Nathaniel Lin	Applied Business Analytics: Integrating Business Process, Big Data, and Advanced Analytics	December 23, 2014	Pearson FT Press
3	Alistair Croll, Benjamin Yoskovitz	Lean Analytics: Use Data to Build a Better Startup Faster	March 8, 2013	O'Reilly Media

Online Resources	**Website address**
1	https://www.kaggle.com/
2	https://www.datacamp.com/
3	https://stats.oarc.ucla.edu/
MOOCS	**Website address**
1	www.swayam.gov.in
2	www.udemy.com
3	www.coursera.org

Reference Books

Sr.No.	NameoftheAuthor	TitleoftheBook	Year Edition	Publisher Company
1National	KavitaSingh	Organizational Behaviour	2015,3rd edition	Pearson Publication
2International	Robbins, TimothyJudge,Seema Sanghi	OrganizationalBehaviour	12thedition	StephenPearsonPrenticeHall
3National	MNMishra	OrganizationalBehaviour	2010	VikasPublishingHousePvt. Limited
4International	FredLuthans	Organizational Behaviour	13theditionion	McGrowHill Inc
5International	JohnNewstromand KeithDavis	Organizational Behaviour	11thedition	TataMcGrow Hill

Online Resources

Online Resources	Website address
1	https://www.kaggle.com/
2	https://www.datacamp.com/
3	https://stats.oarc.ucla.edu/

MOOCs:

ResourcesNo.	Websiteaddress
1	Alisons
2	Swayam

Programme: BBA CBCS – Revised Syllabus w. e. f – 2022-2023			
Semester	**Course Code**	**Course Title**	
VIII	**EM 04**	**Human Resource in Event Management**	
Prepared By		**Dr. Rahul Manjre_AKIMSS**	
Type	**Credits**	**Evaluation**	**Marks**
DSE	**03**	**IE:UE**	**40:60**

Course Objectives:

- To understand the fundamentals of Human Resource Management (HRM) and its application in the context of event planning and execution.
- To acquire skills in conducting selection processes that align with event goals, ensuring the right fit for various event roles.
- To gain the knowledge and techniques necessary to provide training and development opportunities for event roles.
- To design effective performance appraisal system and competitive and attractive compensation packages.
- To understand sustainability practices in event staffing, including ethical labor practices and environmental responsibility.

Course Outcomes:

CO1: Develop a strong understanding of the core principles, concepts, and theories of HRM and their relevance to event management.
CO2: Develop proficiency in creating comprehensive HR plans tailored to the unique requirements of various events, including assessing staffing needs, resource allocation, and contingency planning.
CO3: Understand the critical role of training and development in enhancing the skills, knowledge, and capabilities of event staff to ensure successful event execution.
CO4: Acquire proficiency in designing and implementing performance appraisal processes and tools tailored to event roles and ensuring design competitive and attractive compensation packages that align with industry standards and meet the expectations of event staff.
CO5: Develop a comprehensive understanding of sustainability practices within event staffing, including strategies for reducing environmental impacts, promoting ethical labor practices, and supporting local communities.

Unit	Contents	Sessions (Hrs.)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1 **Introduction to HR in Event Management**	Overview of Human Resource Management, Importance of HR in Event Management, Key HR roles and	8	CO1	Lecture with Ppts	Understand	Assignments, End Term Internals

	responsibilities in event planning, ,					
2 Workforce Planning	HR planning for events, assessing event staffing needs, Job analysis and job descriptions, Recruitment strategies in event management, Selection processes for event staff, Interview techniques and assessment, Legal considerations in hiring event staff	8	CO2	Lecture with Ppts	Understand ,Analyse	Assignments, End Term Internals
3 Training and Development	Training and Development for Event Roles, Orientation and on boarding for event staff, Training techniques for event management, Continuous learning and skill development, Strategies for Employee Engagement, Employee Retention in the Event Industry, Diversity and	11	CO3	Lecture with Ppts, Case Study, Live Project	Understand, Analyse	Assignments, Case Study, End Term Internals

	Inclusion in Event Teams					
4 Performance Management and Compensation:	Setting performance expectations, techniques of performance appraisal in event management, performance appraisal feedback, Addressing performance issues in event teams, Compensation structures in event industry, Benefits and perks for event staff, Managing compensation budgets	11	CO 4	Lecture with Ppts, Case Study, Live Project	Create, Analyse, Evaluate	Assignments, Case Study, End Term Internals
5 Future Trends and Application	**Future Trends and Application:** Technological Advancements in HR for Events, Sustainability in Event Staffing, HR Challenges in a Post-Pandemic World, Case Studies and Practical Applications, Final Project: HR Plan for an Event	7	CO5	Lecture with Ppts, Case Study, Live Project	Create, Analyse, Evaluate	Assignments, Case Study, End Term Internals

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1	David K. Hayes and Jack D. Ninemeier	Human Resources Management in the Hospitality Industry	2nd Edition,2016	Wiley
2	Lynn Van der Wagen and Brenda R. Carlos	Event Management: For Tourism, Cultural, Business and Sporting Events	2nd Edition ,2018	Pearson/Prentice Hall
3	Judy Allen	Event Planning: The Ultimate Guide to Successful Meetings, Corporate Events, Fundraising Galas, Conferences, Conventions, Incentives, and Other Special Events	2019	Wiley
4	Meegan Jones and Kirsten Holmes	Sustainable Event Management: A Practical Guide	2019	Routledge

Online Resources :

Online Resources	Website address
1	www.eventbrite.com
2	www. shrm.org
3	www.bizzabo.com/blog/event-industry-blogs

MOOCs

MOOCS	Website address
1	https://swayam.gov.in/
2	https://www.udemy.com/human-resources/online-course
3	https://www.classcentral.com/tag/event-management

Programme: BBA CBCS – Revised Syllabus w.e.f – 2022-2023			
Semester	**Course Code**	**Course Title**	
VIII	**HM 04**	**Accommodation Operations Management**	
Type	**Credits**	**Evaluation**	**Marks**
DSE	**03**	**IE:UE**	**40:60**

Course Objectives:

- To understand the role, organization and procedures related to in HK department.
- To understand the SOPs related to purchasing and stores.
- To learn the SOPs related to cleaning procedures, linen supply and laundry operations.
- To understand the aesthetic aspect of housekeeping department – interior designing and flower arrangements.

Course Outcomes:

CO1 : Demonstrate a comprehensive understanding of the role, organization, and procedures within the Housekeeping (HK) department
CO2: Apply Standard Operating Procedures (SOPs) related to purchasing and stores management effectively, ensuring optimal inventory control and cost-efficiency within the HK department.
CO3: Execute SOPs pertaining to cleaning procedures, linen supply, and laundry operations with precision, maintaining cleanliness standards and ensuring guest satisfaction.
CO4: Analyse and implement SOPs related to the aesthetic aspect of the Housekeeping department, including interior design principles and flower arrangements, to enhance the ambiance and visual appeal of guest spaces.
CO5: Collaborate effectively with team members to integrate theoretical knowledge and practical skills acquired throughout the course

Unit	Contents	Sessions (Hrs.)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Role of House Keeping in the Hotel Function of the House Keeping department Organization of House Keeping department in small, medium and large Hotel – Duties and responsibilities of various personnel	8	CO1	Lectures with PPTs	Understand	Competition Quiz End Term Internals

2	Cleaning equipment – Cleaning agents – Methods of cleaning – Cleaning public areas and standard supplies – Daily cleaning, Evening service – Spring cleaning Keys: computerized key cards – Control of keys. Dealing with guests – Lost and found	8	CO1	Lectures with PPTs	Understand	Competition Quiz End Term Internals
3	Linen & Uniforms – Function of linen room – Types of linen & Uniforms – Storage and handling – Laundry and dry cleaning – Layout- Flow process – Laundry equipment and agents	8	CO3	Lectures with PPTs	Understand	Competition Quiz End Term Internals
4	Purchasing in Housekeeping - Selection and purchase of recycled and non-recycled inventory items. controlling costs –Inventories and record keeping Budgeting – Types of budgets	8	CO2	Lectures with PPTs	Understand	Competition Quiz End Term Internals
5	Flower arrangement – Use and importance	8	CO4	Lectures with PPTs	Understand	Competition Quiz

	Interior decoration - Furniture arrangement – Colour and lighting – Wall covering - Floor covering – Types of carpet – Maintenance of carpet.					End Term Internals

Reference Books

Sr. No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1	Sudhir Andrews	Hotel House Keeping Operations & Management		Tata Mc Graw Hill
2	G Raghubalan Smritee Raghubalan	Hotel Housekeeping & Management		Oxford University Press
3	Branson & Lennox	Hotel, Hostel & Hospital Housekeeping		ELBS
4	Rosemary Hurst	Accomodation Management		Heinemann

Online Resources

Online Resources	Website address
1	www.setupmyhotel.com
2	www.hmhub.edu

MOOCs

MOOCS	Website address
1	https://swayam.gov.in
2	https://www.edx.org
3	https://alison.com/certificate-courses

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Semester VIII

Programme: BBA CBCS – Revised Syllabus w.e.f. - Year 2022 – 2023			
Semester	**Course Code**	**Course Title**	
VIII	**R-801**	**Research Project / Dissertation**	
Prepared By		**Sonali Dharmadhikar_IMED & Mukund Kulkarni_IMK**	
Type	**Credits**	**Evaluation**	**Marks**
SEC	**10**	**IA**	**400**

Tentative Steps for Dissertation Submission

1. **Understanding Concept of Dissertation**
2. **Synopsis Submission**
3. **Carrying out Research Work**
4. **Dissertation Drafting and Submission**

Guidelines:

1. Research supervisors should be allotted to each student based on their subject expertise.
2. Student has to undergo minimum 50 days of research activity and maintain log book.
3. Student should give minimum three presentations.
    a. Title Finalization
    b. Research Methodology
    c. Draft Finalization
4. General chapterization of the Dissertation shall be as under;
    1) Introduction
    2) Review of Literature
    3) Research Methodology
    4) Data analysis & interpretation
    5) Findings & observations
    6) Suggestions

Annexure: -

- Questionnaire
- References.
- Plagiarism Certificate

(Before preparing final report student has to undergo plagiarism checking through plagiarism software. Plagiarism percentage should not be more than 20%)

5. Technical details of Dissertation:

1. The report shall be printed on A-4 size white bond paper.
2. 12 pt. Times New Roman font shall be used with 1.5 line spacing for typing the report.
3. 1" margin shall be left from all the sides.
4. Considering the environmental issues, students are encouraged to print on both sides of the paper.
5. The report shall be hard bound as per the standard format of the cover page given by the Institute and shall be golden embossed.
7. The report shall be signed by the respective guide(s) & the Director of the Institute 10 (Ten) days before the viva-voce examinations.
8. Student should prepare two hard bound copies of the Dissertation Report and submit one copy in the institute. The other copy of the report is to be kept by the student for their record and future references.
9. In addition to this, students is expected publish one research paper in reputed journal based on the research work.

The Dissertation shall be assessed out 100 Marks. The break-up of these marks is as under;

Sr. No.	Assessment Criteria	Marks
1	Presentation 1	10
2	Presentation 2	10
3	Presentation 3	10
4	Report Submission	20
5	Research Publication (Based on Dissertation)	20
6	Viva-voce	30
	TOTAL	100

Programme: BBA CBCS–RevisedSyllabusw.e.f.-Year2022–2023			
Semester	**Course Code**	**Course Title**	
VIII	**R-802**	**Software and Tools for Research**	
Prepared by:		**Neetu Jain_IMR**	
Type	**Credits**		**Marks**
DSC	3	IE:UE	40:60

Course Objectives:

- To impart knowledge about research & tools.
- To encourage the students to opt research as career.
- To impart knowledge of software used in research.
- To enable the students in deciding types of tests to be used depending upon data.
- To encourage the students to be ethical in doing research.

Course Outcomes:

CO1: Remember management concepts, theories, models and key business terms.

CO2: Understand management principles and practices in the organizational context, to achieve organizational goals.

CO3: Apply optimum solutions to problems in the field of Business Management.

CO4: Use sustainable and ethical business practices in the Contemporary business scenario. CO5:

Analyze the need for and engage in lifelong learning in the field of business management.

CO6: Evaluate entrepreneurial opportunities and leverage the knowledge in starting and managing a business enterprise.

S.No	Conents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Eva Too
1	Introduction Types of research tools, Basics of Behavioral Measurement: Concept, scope and need, Characteristics of a good research tool: Reliability,	8	CO 1	Lecture with Ppts	Remember & understand	Quiz End Term Internals: Short Answer

	Validity and Norms,					

	Questionnaires, Interviews, and observation schedules as tools of research				
2	**Development and Uses of Research Tools** Sampling methods- Probability sampling methods and Non - Probability sampling methods · Norm-referenced and criterion-referenced tests ,Scales: Rating scales, Attitude scales, Semantic Differential, Q Methodology ,Socio-metric techniques.	12	CO 2	Lecture with Ppts Live Exa mple s	Understand & apply
3	**Tools for Analysis** Parametric tests ,Non-Parametric tests , Hypothesis testing , Discriminant Analysis	8	CO3	Lecture with PPTs	Apply & Analyse
4	**Software forData Analysis** Overview ,Coding of data and Data entry , Analysis Using, Microsoft Excel , SPSS ,STATA, Jamovi ,Minitab	10	CO4	Live Projects	Analyze

5	**Databases, PublicationEthics &Misconduct** Databases : Indexing databases, Citation databases: Web of Science, Scopus , Violation of publication ethics, authorship and contributorship ,Software tool to identify predatory publications developed by SPPU ,Use of plagiarism software like Turnitin, Viper, Ouriginal	7	CO5		Evaluate

Reference Books

Sr.No.	NameoftheAuthor	TitleoftheBook	Year Edition	Publisher Company
1.National	Kandy Woodfield (Editor	The Ethics of Online Research (Advances in Research Ethics and Integrity Book 2)	2017	Emerald Publishing Limited
2. National	Mr. Suber Peter	Open Access (MIT Press Essential Knowledge series),	2019	New age international publishers
3.National	C. R. Kothari, and Gaurav Garg	Research Methodology: Methods And Techniques	2019	New age international publishers

Online Resources

OnlineResourcesNo.	Websiteaddress
1	https://www.statisticssolutions.com/
2	https://www.ibm.com/docs/en/spss-statistics/25.0.0?topic=edition-core-features
3	https://www.scanmyessay.com/

MOOCs:

Resources No.	Websiteaddress
1	swayam.gov.in
2	edx.org

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Programme: BBA CBCS– Revised Syllabus w.e.f.-Year2022 – 2023			
Semester	Course Code	Course Title	
VIII	**R-803**	**Data Visualization Tools**	
Type of Course	Credits	Evaluation	Marks
SEC	**03**	**IA**	**100**

Course Objectives:

- Understand the Significance of Data Visualization
- Develop Proficiency in Power BI, Tableau, and Google Data Studio
- Apply Best Practices in Data Visualization
- Integrate Data Visualization into Business Processes

Course Outcomes:

After completing the course the students shall be able to

CO1: Students will be able to create diverse visualizations using Power BI, Tableau, and Google Data Studio to effectively represent different types of data.

CO2: Students will demonstrate proficiency in utilizing three widely used data visualization tools, namely Power BI, Tableau, and Google Data Studio.

CO3: Students will apply best practices in data visualization to design visually appealing and informative dashboards, ensuring clear communication of data-driven insights.

CO4: Students will integrate visualizations into business processes, incorporating data visualization tools seamlessly into workflows for enhanced decision-making.

Unit	Sub Unit	Sessions	CO Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to Data Visualization • Overview of Data Visualization • Importance of Visualization in Business • Types of Data Visualizations • Basic Principles of Effective Data Visualization	4	CO1,CO 2	Lecture, Discussion	Understand	Quiz, Midterm Exam

2	Microsoft Power BI • Introduction to Power BI • Connecting to Data Sources • Creating Basic Visualizations (Charts, Tables, Maps) • Advanced Power BI Features (Drill-downs, Filters) • Dashboard Creation and Sharing	6	CO2, CO3	Hands-on Practice, Demo	Apply	Assignments, Lab Exercises
3	Tableau • Overview of Tableau • Connecting to Data in Tableau • Building Visualizations with Tableau Desktop • Interactivity and Storytelling in Tableau • Integrating Tableau into Business Processes	4	CO3	Case Studies, Group Discussion	Apply, Evaluate	Case Study Analysis, Group Presentation
4	Google Data Studio • Introduction to Google Data Studio • Connecting and Transforming Data • Creating Interactive Reports and Dashboards • Collaboration and Sharing in Google Data Studio • Integrating Google Data Studio with Google Analytics	6	CO3, CO4	Practical Demonstration, Group Activities	Apply, Analyze	Project, Peer Evaluation
5	Advanced Data Visualization Techniques	5	CO4	Lecture, Guest Lectures, Q&A	Analyze, Evaluate	Seminars, Class Participation

	• Best Practices in Data Visualization • Design Principles for Effective Dashboards • Real-time Data Visualization • Case Studies: Successful Data Visualization in Business • Future Trends in Data Visualization					

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Andy Kirk	"Data Visualization: A Handbook for Data Driven Design"	2nd (2019)	Wiley
2	Alberto Cairo	"The Truthful Art: Data, Charts, and Maps for Communication"	2nd (2019)	New Riders
3	Stephen Few	"Show Me the Numbers: Designing Tables and Graphs to Enlighten"	2nd (2012)	Analytics Press
4	Cole Nussbaumer Knaflic	"Storytelling with Data: A Data Visualization Guide for Business Professionals"	1st (2015)	Wiley
5	Nathan Yau	"Data Points: Visualization That Means Something"	1st (2013)	Wiley
6	Hadley Wickham	"ggplot2: Elegant Graphics for Data Analysis"	3rd (2016)	Springer International
7	Tamara Munzner	"Visualization Analysis and Design"	1st (2014)	CRC Press

Online Resources:

Online Resources No	Web site address
1	http://public.tableau.com/en-us/s/gallery
2	http://docs.microsoft.com/en-us/power-bi/guided-learning/
3	http://support.google.com/datastudio/
4	http://d3js.org/
5	http://www.datavisualizationsociety.com/
6	http://www.storytellingwithdata.com/blog
7	http://www.coursera.org/learn/cs171

8	http://www.kaggle.com/datasets

MOOCs:

Resources	Web site address
1	Swayam / NPTL
2	Coursera

Reference Books

Sr.No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1National	O R Krishnaswami, M Ranganatham P N Harikuamr	Research Methodology	2018	Himalaya Publishing House Pvt. Ltd.
2International	Louis Cohen Lawrence Manion Keith Morrison	Research Methods in Education	2017	Taylor & Francis
3National	Donald R Cooper, Pamela S Schindler	Business Research Methods	2006	McGraw Hill India
4International	T N Srivastava , Shailaja Rego	Business Research Methodology	2017	McGraw Hill Education

Online Resources

Online Resources No.	Website address
1	https://initiatives.iitgn.ac.in/scientificwriting/scientific-writing-resources/
2	https://authorservices.wiley.com/author-resources/Journal-Authors/Prepare/writing-resources.html
3	https://researchwriting.unl.edu/

MOOCs:

Resources No.	Website address
1	Alisons
2	Swayam

Course :BBA			
Semester	**Course Code**	***Course Title***	
5	FBM-01	**Family Business- Phase 1**	
Type	**Credits**	**Evaluation**	**Marks**
UE+IE	3	CES	100

Course Objectives :
1. Understand the unique characteristics and challenges of family businesses. 2. Identify the key management functions and processes in family businesses. 3. Analyze the role of family dynamics and relationships in family business management. 4. Understand the concept of Entrepreneirship.
Course outcomes
1.Develop an Understanding of Entrpreneurship 2.Learn practical methods to transform your business through management and technology 3.Be logically excited to contribute to your family business 4.Creation/Development of a entrepneurship plan. .

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation on Tools
1	Introduction to Family Business- 1.Understanding the importance of family business in the global economy 2.Exploring the unique characteristics and challenges of family businesses	10	1	PPT and Discussion	Understand	Case study
2	Management Functions in Family Business- 1.Planning and goal-setting in family business 2.Organizing and structuring family business 3.Leading and motivating family business teams	10	2	lecture and case study	Analyze	Flip class room and quiz

	Controlling and evaluating family business performance					
3	**Entrepreneurship**: meaning, importance of entrepreneurship, concepts, Characteristics, classifications of entrepreneurship, problems faced by entrepreneurs in India.	10	4		Understand	Assignment
4	Understanding family systems and dynamics 1.Analyzing the impact of family relationships on family business management 2.Developing effective communication and conflict resolution skills for family business settings.	10	3	Lecture and case studies	analyze	Unit Test

Text Book

1. Khanka, S.S., Entrepreneurial Development . New Delhi: S. Chand & Company

2. "Family Business" by Ernesto J. Poza

3. 'Entrepreneurship Development' Second Edition by Sharma, Sangeeta 2021

References:.,

1.Entrepreneurship Development . Kathmandu: Samjhana Publication Pvt. Ltd.Joshi, S.,

2. Generation to Generation: Life Cycles of the Family Business (Hardcover), by Kelin E. Gersick

Course :BBA			
Semester-6	**Course Code**	**Family Business –Phase 2**	
	FBM-02		
Type	**Credits**	**Evaluation**	**Marks**
UE+IE	3	CES	100

Course Objectives :

1. Understand the role of sales force management in achieving business objectives.
2. Apply data analytics and statistics to solve business problems and drive decision-making in family businesses.
3. Analyze the role of communication in family business.
4. Learn how to manage family dynamics and conflict in FMBs.

Course outcomes

On completion of this course, the students will be able to-

1. Analyze the importance of reseller networks in B2B sales and develop strategies to manage and incentivize them.
2. Understand Statistics to analyze data..
3. Develop skills to manage conflicts and resolve issues in a business setting.
4. Understand the importance of human resources in FMBs.

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation on Tools
1	Managing Sales Force and Reseller Networks,B2B Sales- 1. Develop effective sales force management strategies to achieve business objectives. 2. Analyze the importance of reseller networks in B2B sales and develop strategies to manage and incentivize them. 3. Understand the role of sales force automation and CRM in sales management.	8	1	PPT and Discussion	Understand	Case study
2	Introduction to Data	12	2	PPT and	Analyze	Flip class

	Analytics in Family Business 1. Overview of data analytics 2.Importance of data analytics in family businesses 3.Data visualization (e.g., Tableau, Power BI)			lectures		room and Presentations
3	1.Statistical analysis (e.g., regression, hypothesis testing) 2.Market analysis and customer segmentation 3. Operational analysis and process improvement	10	2	Lecture and discussion	Evaluate	Unit Test
4	Interpersonal Skills for Business Leaders 1. Understand the importance of interpersonal skills in business leadership. 2. Develop skills in effective communication, including verbal and non-verbal communication. .	5	3	Case Study and Role Play	Apply	Assignment
5	Human Resources in FMBs 1. Understand the importance of human resources in FMBs. 2. Develop skills in recruiting, training, and motivating non-family employees. .	5	4	Lecture and discussion	Understand	Case study and end term exam

Text Book-

1."B2B Marketing Strategy" by David W. Stewart
2. "Data Analytics for Family Business" by Sanjay Goel and Jitendra Singh - This book provides a comprehensive guide to data analytics for family businesses, covering topics such as data visualization, statistical analysis, and machine learning.
3. "The Lean Startup" by Eric Ries

Reference book-

1."Sales Force Management" by Mark W. Johnston and Greg W. Marshall
2. "Financial Management" by Eugene F. Brigham and Michael C. Ehrhardt

Course :BBA			
Semester	**Course Code**	***Course Title***	
7	FBM-03	**Family Business- Phase 3**	
Type	**Credits**	**Evaluation**	**Marks**
UE+IE	3	CES	100

Course Objectives :
1. Understand the unique characteristics of Organization Development. 2. Identify the key problems faced in Family Business. 3. Analyse the role of family dynamics and relationships in family business management. 4.Understand the legal issues in venture creation
Course outcomes
1.Develop an Understanding of organization Development. 2.Learn practical methods to transform your business through management and technology 3.Be logically excited to contribute to your family business 4.Implement OD Interventions in family Business. .

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation on Tools
1	Organizational Development &Change- 1. Introduction to Organizational Development and Change in Family Business	5	1	Lecture	Understand	
2	Family Business Dynamics and Organizational Development	10	1	lecture and case study	Analyse	Flip class room and quiz
3	Diagnosing Organizational Problems in Family Business	10	2	Group Discussion	Understand	Assignment
4	Implementing and Evaluating Organizational Development Interventions	10	2	Lecture and case studies	Create	Unit Test

	in Family Business					
5	Entrepreneurial Venture Creation, legal issues in venture creation	5	4	Lecture	Analyse	Assignment

Text Book

1. Cases in Entrepreneurship: The Venture Creation Process (The Ivey Casebook Series by A. Eric Morse .

2. Family Business: A Practical Guide" by Nigel Nicholson

3.Organization Development Interventions-Executing Effective Organizational Change-

Edited By**William J. Rothwell, Sohel M. Imroz, Behnam Bakhshandeh**

Course :BBA			
Semester	**Course Code**	***Course Title***	
8	FBM-04	International Finance in Family Business	
Type	**Credits**	**Evaluation**	**Marks**
UE +IE	3	CES	100

Course Objectives :

1. Understand the principles of international finance and their application in family businesses.
2. Analyze international financial markets, instruments, and institutions.
3. Identify and manage international financial risks, including exchange rate risk, country risk, and political risk.
4. Develop strategies for global expansion, including market entry, financing, and risk management.

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Course outcomes

1. Understand the principles of international finance and their application in family businesses.

2. Analyze international financial markets, instruments, and institutions.

3. Identify and manage international financial risks, including exchange rate risk, country risk, and political risk.

4. Develop strategies for global expansion, including market entry, financing, and risk management.

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation on Tools
1	Introduction to International Finance in Family Business 1.Overview of international finance 2.Family business and international finance	8	1	Lecture and PPT	Understand	Assignment
2	International Financial Markets and Instruments 1. Foreign exchange markets 2.International money markets 3. International capital markets	10	2	Lecture and PPT	Analyze	quiz

3	Global Expansion Strategies for Family Businesses 1. Market entry strategies 2.Financing global expansion 3. Risk management for global expansion 4.International business strategy and planning	12		Case studies and discussions	Analyze	Assignment and unit test
4	Case Studies in International Finance for Family Business 1.Real-world examples of international finance in family businesses 2.Analysis of successful and unsuccessful international finance str	10		Case studies and discussions	Develop	End term exams

Text Book-

1. International Finance" by Jeff Madura
2. "International Financial Management" by Cheol S. Eun and Bruce G. Resnick

References-

1. The Family Business Survival Guide" by Tom Davidow
2. "International Finance: Theory and Practice" by H. Peter Gray

rogramme: B BA Sem V (Fintech) CBCS - Syllabus w.e.f. - Year			
Semester	**Course Code**	**Course Title**	
IV	**FT-01**	**Introduction to Fintech**	
Type	**Credits**	**Evaluation**	**Marks**
Core		UE:IE	50:50

Course Objectives:

- Understand the Evolution of FinTech: Explore the historical development, key drivers, and technological advancements shaping the FinTech industry.
- Analyze FinTech Infrastructure and Collaboration: Examine the role of financial institutions, start-ups, and regulatory frameworks in driving FinTech innovations.
- Evaluate Emerging Trends in Digital and Alternative Finance: Assess the impact of crowdfunding, digital payments, blockchain, and other financial innovations on global markets.
- Apply FinTech Concepts to Business and Economic Challenges: Utilize case studies and research analysis to solve real-world financial problems and identify opportunities in emerging economies.
- Develop Critical Thinking and Research Skills in FinTech: Engage in discussions, case studies, and research presentations to enhance analytical and decision-making skills in financial technology.

Learning Outcomes :

At the end of the course the learner will

- Explain the evolution of FinTech and its impact on financial institutions and start-ups.
- Analyze the role of digital finance and alternative finance, including crowd funding and financial innovation.
- Evaluate the regulatory framework governing FinTech and the role of RegTech in ensuring compliance.
- Assess the impact of AI, Big Data, and digital identity on the future of financial services. Identify entrepreneurial opportunities in the FinTech sector and challenges faced by start-ups.

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	**FinTech: Introduction** FinTech Evolution: Infrastructure, Collaboration between Financial Institutions and Start-ups –FinTech Typology Emerging Economics: Opportunities and Challenges	6	CO 1	Lecture with Ppts, Discussion Quiz	Understand	Quiz,Discussion, Internal Evaluation
		8	CO 1	Lecture with		Case Study ,

	Digital Finance Alternative Finance Introduction – Brief History of Financial Innovation – Digitization of Financial Services : FinTech & Funds- Crowd funding			Ppts Case Study Reading & Analyzing Research Papers.	Apply (Analyse)	Presentation of Published Research work. End Term: Applied Questions
3	**FinTech Regulation and RegTech** Introduction – FinTech Regulations Evolution of RegTech – RegTech Ecosystem: Financial Institutions – RegTech Ecosystem Ensuring Compliance from the Start: Suitability and Funds – RegTech Startups: Challenges	8	CO 3 and CO5	Lecture with PPTs Case Study, Preparing questionnaire	Understand and Analyse	Framing of questionnaire, End Term Exams: Case based
4	**Future of FinTech** How AI is Transforming the Future of FinTech Digital Identity Change in mindset	10	CO3 and CO5	Lectures with PPTs Practical Questions Framing Hypothesis with Research Model	Evaluate	Group Activity , Hypothesis Framing End Term Exam: Short case and situation based questions and Evaluation of Questions .
5	**AI & Governance** New Challenges of AI and Machine Learning Challenges of Data Regulation in Fintech.				Remember and Apply	

PO-CO Mapping

CO-PO Mapping Table						
CO/PO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**3**	**2**	**1**	**-**	**2**	**3**
CO2	**2**	**3**	**-**	**1**	**2**	**-**
CO3	**1**	**2**	**3**	**2**	**-**	**1**
CO4	**2**	**1**	**2**	**3**	**-**	**2**
CO5	**-**	**2**	**1**	**2**	**3**	**1**

1- Low, 2- Medium, 3- High, if no correlation, put '- '
(Rationale in Appendix)

Evaluation
Internals: 50%

Externals: 50%

Total: 100%

Parameter	Marks	CO1	CO2	CO3	CO4	CO5
Class Participation/ Attendance	**10**	**2**	**2**	**2**	**2**	**2**
Reading Existing Literature	**5**		**2**	**1**	**2**	
Presentation of Research Work/Article	**5**		**2**	**2**	**1**	
Internal Exam	**20**	**5**	**5**	**5**	**5**	**5**
End Term (Univ)	**60**					

Internal Assessment Mapping

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Susanne Chishti & Janos Barberis	The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs , and Visionaries	2016	Wiley
2	Paul Schulte	*The Next Revolution in our Credit-Driven Economy: The Advent of Financial Technology*	2015	Palgrave Macmillan
3	David Kuo Chuen Lee	*Handbook of Blockchain, Digital Finance, and Inclusion, Volume 1 & 2*	2017	Academic Press

Sr	Web site address
1	https://www.coursera.org
2	https://www.udemy.com
3	https://www.edx.org
4	https://www.investopedia.com
5	https://www.weforum.org

Appendix: Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at Level: 3	Application of the knowledge of FinTech concepts is essential for understanding the financial technology ecosystem and its impact on business operations.
CO1 & PO2 Mapped at Level: 2	Understanding different applications of FinTech solutions helps in analyzing problems related to digital finance and decision-making.
CO1 & PO3 Mapped at Level: 1	Basic exposure to FinTech tools aids in conceptual understanding, but detailed development is covered in later COs.

CO1 & PO5 Mapped at Level: 2	Ethical and regulatory aspects of FinTech are introduced, emphasizing compliance and responsible financial innovation.
CO1 & PO6 Mapped at Level: 3	Encourages students to develop a lifelong learning approach to emerging FinTech trends and digital finance innovations.
CO2 & PO1 Mapped at Level: 2	Provides knowledge of digital payments and blockchain, fundamental to FinTech applications.
CO2 & PO2 Mapped at Level: 3	Enhances problem-solving skills by analyzing blockchain applications and digital transaction challenges.
CO2 & PO4 Mapped at Level: 1	Introduces innovation in payments but does not deeply cover entrepreneurial aspects.
CO2 & PO5 Mapped at Level: 2	Covers cybersecurity, fraud prevention, and regulatory compliance in FinTech transactions.
CO3 & PO1 Mapped at Level: 1	Provides basic understanding of regulatory technologies (RegTech) in the FinTech domain.
CO3 & PO2 Mapped at Level: 2	Helps in problem-solving by analyzing compliance challenges in digital finance.
CO3 & PO3 Mapped at Level: 3	Strongly linked to the development and application of RegTech solutions in FinTech.
CO3 & PO4 Mapped at Level: 2	Introduces innovation in regulatory technology and financial compliance solutions.
CO3 & PO6 Mapped at Level: 1	Encourages awareness and adaptation to evolving regulatory technologies.
CO4 & PO1 Mapped at Level: 2	Provides insights into AI-driven decision-making in FinTech.
CO4 & PO2 Mapped at Level: 1	Covers basic problem analysis in AI applications for finance.
CO4 & PO3 Mapped at Level: 2	Explores AI-based financial solutions and their implementation.

CO4 & PO4 Mapped at Level: 3	Strongly linked to innovation in AI, big data, and financial analytics.
CO4 & PO6 Mapped at Level: 2	Encourages continuous learning in AI and analytics for financial services.
CO5 & PO2 Mapped at Level: 2	Helps in analyzing cybersecurity risks in FinTech ecosystems.
CO5 & PO3 Mapped at Level: 1	Introduces cybersecurity measures but does not focus on system development.
CO5 & PO4 Mapped at Level: 2	Encourages innovative solutions for cybersecurity challenges in digital finance.
CO5 & PO5 Mapped at Level: 3	Strongly linked to ethical and legal compliance in financial technology security.
CO5 & PO6 Mapped at Level: 1	Promotes awareness of cybersecurity as an ongoing learning process.

Mapped by:	
	Dean: Prof. Dr. Premashish Roy

BBA PO:

Program Outcomes (POs): On the successful completion of this program the students will be able to i) Remember management concepts, theories, models and key business terms. ii) Understand management principles and practices in the organizational context, to achieve organizational goals. iii) Apply optimum solutions to problems in the field of Business Management. iv) Use sustainable and ethical business practices in the Contemporary business scenario. v) Analyze the need for and engage in lifelong learning in the field of business management. vi) Evaluate entrepreneurial opportunities and leverage the knowledge in starting and managing a business enterprise

Reference Book link:

The FinTech Book – Susanne Chishti & Janos Barberis (2016), Wiley

The Evolution of FinTech: A New Post-Crisis Paradigm? – Douglas W. Arner, Janos Barberis, Ross P. Buckley (2015), SSRN Electronic Journal

FinTech: Ecosystem, Business Models, Investment Decisions, and Challenges – In Lee & Yong Jae Shin (2018), Business Horizons (Elsevier)

Taming the Beast: A Scientific Definition of FinTech – Patrick Schueffel (2016), Journal of Innovation Management

The Future of FinTech: A Paradigm Shift in Small Business Financing – World Economic Forum (2020), World Economic Forum Publications

Indian author:

"Financial Technology (FinTech) and Digital Banking in India" – Jaspal Singh (2019), New Century Publications

"FinTech" – V. Dheenadhayalan & C. Vijai (2024), Vijay Nicole Imprints Private Limited

"FinTech Future: The Digital DNA of Finance" – Sanjay Phadke (2020), SAGE Publications Pvt Ltd

"FinTech Revolution in India: Opportunities and Challenges" – CA Dr. Brajesh Kumar Jaiswal (2024), Notion Press

"FinTech for Billions: Simple, Human, Ubiquitous" – Bhagwan Chowdhry & Syed Anas Ahmed (2024), Penguin Random House India Pvt. Ltd

Programme: BBA Sem VI (Fintech) CBCS -Syllabus w.e.f. - Year			
Semester	**Course Code**	**Course Title**	
	FT-02	**Fintech in Industry Immersion**	
Type	**Credits**	**Evaluation**	**Marks**
Core	4	UE:IE	50:50

Course Objectives:

- Understand the Evolution of Fintech: Explore the historical development, key drivers, and technological advancements shaping the Fintech industry.
- Analyze Fintech Infrastructure and Collaboration: Examine the role of financial institutions, start-ups, and regulatory frameworks in driving Fintech innovations.
- Evaluate Emerging Trends in Digital and Alternative Finance: Assess the impact of crowdfunding, digital payments, blockchain, and other financial innovations on global markets.
- Apply Fintech Concepts to Business and Economic Challenges: Utilize case studies and research analysis to solve real-world financial problems and identify opportunities in emerging economies.
- Develop Critical Thinking and Research Skills in Fintech: Engage in discussions, case studies, and research presentations to enhance analytical and decision-making skills in financial technology.

Course Outcomes :

- Understand the fundamental concepts of FinTech, including blockchain, AI, digital payments, and robo-advisors, and analyze their role in financial services.
- Evaluate the impact of FinTech startups, market trends, regulatory challenges, and innovation strategies in transforming the financial industry.
- Develop hands-on technical skills in financial data analytics, programming (Python, R), blockchain applications, and cybersecurity for risk management and digital finance.
- Apply problem-solving and decision-making techniques by analyzing case studies on FinTech disruptions, risk assessment, fraud detection, and ethical considerations.
- Bridge the gap between academia and industry by exploring FinTech applications in banking, entrepreneurship, investment strategies, regulatory frameworks, and emerging financial

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	**Understanding Fintech Innovations** Introduction to Fintech and its Evolution, Role of Blockchain in Financial Services, Artificial Intelligence & Machine Learning in Fintech, Digital Payments and Mobile Wallets, Robo-Advisors and Automated Financial Services					
2	**Startups and Innovation** Overview of Fintech Startups and Market Trends, Collaboration Between Banks and Fintech Companies, Regulatory Challenges and Compliance in Fintech, Design thinking and innovation in Fintech, Case studies of successful Fintech ventures, Challenges faced by startups in the Fintech industry Challenges faced by startups in the	6	CO 1	Lecture with Ppts, Discussion Quiz	Understand	Quiz,Discussion, Internal Evaluation

	Fintech industry, Internship & Industry Project Opportunities Fintech startups and their disruptive potential.					
3	**Hands-on Skill Development** **Financial Data Analytics & Visualization** Programming for Fintech (Python, R), Blockchain Technology & Smart Contracts Cybersecurity and Risk Management in Fintech, Digital Lending & Credit Scoring Models					
4	**Problem-Solving & Decision-Making** Case Studies on Fintech, Innovations & Disruptions Risk Assessment & Fraud Detection in Financial Services Data-Driven Decision-Making in Fintech, Strategic Management in Fintech Startups Ethical and Social Implications of Fintech	8	CO 3 and CO5	Lecture with PPTs Case Study, Preparing questionnair e	Understand and Analyse	Framing of questionnair e, End Term Exams: Case based
5	**Bridging Academia & Industry** Fintech Applications in Banking & Investments, Entrepreneurship & Startup Ecosystem in Fintech, Future Trends in Fintech & Emerging Technologies Fintech, Regulations & Legal frameworks Career Pathways & Professional Development in Fintech	10	CO3 and CO5	Lectures with PPTs Practica l Questio ns Framing Hypoth esis with Researc h Model	Evaluate	Group Activity , Hypothesis Framing End Term Exam: Short case and situation based questions and Evaluation of Questions .

PO-CO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	-	-	-	3
CO2	-	3	-	2	-	3
CO3	-	2	3	2	-	-
CO4	-	-	3	-	3	3
CO5	-	-	-	-	3	3

(CO-PO Mapping Scale): ’
3 = Strongly Correlated
2 = Moderately Correlated
1 = Weakly Correlated
"-" = No Direct Correlation

This mapping ensures that each Course Outcome (CO) effectively contributes to the Program Outcomes (POs), maintaining alignment between Fintech education and business management competencies.1- Low, 2- Medium, 3- High, if no correlation, put '-

(Rationale in Appendix)

Evaluation
Internals: 50%

Externals: 50%

Total: 100%

Parameter	Marks	CO1	CO2	CO3	CO4	CO5
Class Participation/ Attendance	**10**	**2**	**2**	**2**	**2**	**2**
Group Activity	**5**		**2**	**1**	**2**	
Presentation	**5**		**2**	**2**	**1**	
Internal Exam	**30**	**5**	**5**	**5**	**5**	**5**
End Term (Univ)	**50**					

Internal Assessment Mapping

Attendance Policy:

Percentage	Marks
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
2	Pranay Gupta, T. Mandy Tham	Fintech: The New DNA of Financial Services	2018	World Scientific Publishing
1	Susanne Chishti, Janos Barberis	The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs, and Visionaries	2016	Wiley

5	Parag Y. Arjunwadkar	FinTech: The Technology Driving Disruption in the Financial Services Industry	2018	CRC Press

Sr	Web site address
1	https://www.coursera.org
2	https://www.udemy.com
3	https://www.edx.org
4	https://www.investopedia.com
5	https://www.weforum.org

Appendix: Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1	**Understanding the fundamentals of FinTech in industry immersion enables students to apply management theories to real-world financial technology scenarios.**
Mapped at Level: 3	
CO1 & PO2	**Helps students analyze FinTech applications for better decision-making in the financial sector.**
Mapped at Level: 2	
CO1 & PO3	**Provides basic knowledge of FinTech tools but does not emphasize system development.**
Mapped at Level: 1	
CO1 & PO5	**Introduces ethical, legal, and regulatory aspects of FinTech in financial services.**
Mapped at Level: 2	
CO1 & PO6	**Encourages continuous learning about evolving financial technologies and their impact on the industry.**
Mapped at Level: 3	
CO2 & PO1	**Provides insights into digital payments, blockchain, and RegTech, which are crucial for industry immersion.**
Mapped at Level: 2	
CO2 & PO2	**Strengthens problem-solving skills by analyzing digital finance and its challenges.**
Mapped at Level: 3	
CO2 & PO4	**Introduces innovation in FinTech but does not focus on entrepreneurship.**
Mapped at Level: 1	
CO2 & PO5	**Covers cybersecurity, compliance, and fraud prevention in FinTech transactions.**
Mapped at Level: 2	
CO3 & PO1	**Provides an introductory understanding of RegTech and compliance.**
Mapped at Level: 1	
CO3 & PO2	**Enhances critical thinking by analyzing financial regulations and compliance frameworks.**
Mapped at Level: 2	
CO3 & PO3	**Strongly linked to RegTech system development and its applications.**
Mapped at Level: 3	
CO3 & PO4	**Encourages the use of technology for regulatory solutions and compliance.**
Mapped at Level: 2	
CO3 & PO6	**Introduces a lifelong learning approach to evolving**

Mapped at Level: 1	**regulatory technologies.**
CO4 & PO1	**Provides a deeper understanding of AI-driven financial analytics.**
Mapped at Level: 2	
CO4 & PO2	**Helps analyze AI-based problem-solving in finance.**
Mapped at Level: 1	
CO4 & PO3	**Explores AI implementation in financial technology applications.**
Mapped at Level: 2	
CO4 & PO4	**Strongly linked to innovation in AI, big data, and financial services analytics.**
Mapped at Level: 3	
CO4 & PO6	**Encourages lifelong learning in AI-driven FinTech solutions.**
Mapped at Level: 2	
CO5 & PO2	**Helps analyze cybersecurity risks in digital financial ecosystems.**
Mapped at Level: 2	
CO5 & PO3	**Introduces cybersecurity measures but does not focus on development.**
Mapped at Level: 1	
CO5 & PO4	**Encourages the creation of innovative solutions for cybersecurity challenges.**
Mapped at Level: 2	
CO5 & PO5	**Strongly linked to legal and ethical compliance in FinTech security.**
Mapped at Level: 3	
CO5 & PO6	**Promotes awareness of cybersecurity as a continuous learning process.**
Mapped at Level: 1	

Mapped by:	
	Dean: Prof. Dr. Premashish Roy

Programme: BBA Sem VII (Fintech) CBCS - Syllabus w.e.f. - Year 2025			
Semester	**Course Code**	**Course Title**	
VII	**FT-03**	**Fintech in Capital Market**	
Type	**Credits**	**Evaluation**	**Marks**
Core		UE:IE	50:50

Course Objectives:

- Understand the Evolution of FinTech: Explore the historical development, key drivers, and technological advancements shaping the FinTech industry.
- Analyze FinTech Infrastructure and Collaboration: Examine the role of financial institutions, start-ups, and regulatory frameworks in driving FinTech innovations.
- Evaluate Emerging Trends in Digital and Alternative Finance: Assess the impact of crowdfunding, digital payments, blockchain, and other financial innovations on global markets.
- Apply FinTech Concepts to Business and Economic Challenges: Utilize case studies and research analysis to solve real-world financial problems and identify opportunities in emerging economies.
- Develop Critical Thinking and Research Skills in FinTech: Engage in discussions, case studies, and research presentations to enhance analytical and decision-making skills in financial technology.

Learning Outcomes :

- To understand fintech concepts and their role in capital markets.
- To Learn about high-frequency trading (HFT) and robo-advisors.
- To Understand algorithmic trading and AI-driven portfolio management.
- To Study blockchain in settlements, clearing, and smart contracts.
- To Explore cryptocurrency markets and tokenization of assets.
- To Examine fintech regulations, compliance, and cybersecurity.

Unit	Contents	Sessions (Hrs)	Cos Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	**Unit 1: Introduction to Fintech & Capital Markets:** Overview of Capital Markets: Equity, Debt, Derivatives, Forex Introduction to Fintech: Evolution, Key Concepts, and Technologies Role of Fintech in Capital Market Transformation Market Participants and Their Changing Roles Case Studies: Fintech Disruption in Capital Markets	6	CO 1	Lecture with Ppts, Discussion Quiz	Understand	Quiz, Discuss ion, Internal Evaluation
2	**Research process:** Steps in research process, Defining the research problem, Problem formulation and statement, Framing of hypothesis Research design: Meaning, characteristics, advantages	8	CO 1	Lecture with Ppts Case Study Reading & Analyzing Research Papers.	Apply (Analyze)	Case Study, Presentation of Published Research work. End Term: Applied Questions

	and importance of					
	research design. Measurement – types and errors in measurement. Development and designing of tools of data collection Attitude measurement scales, Levels of measurement and questions of validity and reliability Designing of research projects – research proposal, Pilot surveys					
3	**Sampling and Data Collection:** Census and sample survey. Need and importance of sampling, probability and non-probability sampling technique. Data collection – Primary and secondary sources of data, methods of collecting primary data - interview, observation, questionnaires, schedules through enumerators, surveys. Advantages and Limitations of different methods of data collection. Use of secondary data, precautions while using secondary data.	8	CO 3 and CO5	Lecture with PPTs Case Study, Preparing questionnaire e	Understand and Analyse	Framing of questionnaire e, End Term Exams: Case based
4	**Processing and Analysis of Data:** Meaning, importance and steps involved in processing of data. Use of statistical tools and techniques for analysis of data. Testing of Hypotheses, Basic concepts, importance of hypothesis. Procedure of testing of hypothesis. Chi-square test., t test and z test –	10	CO3 and CO5	Lectures with PPTs Practical Questions Framing Hypothesis with Research Model	Evaluate	Group Activity, Hypothesis Framing End Term Exam: Short case and situation based questions and Evaluation of Questions .

	Problems on Basic application of chi square test, t test and z test. Analysis and Interpretation of data – Interpretations of results, Concept of Univariate, Bi-variate and multivariate analysis of data					
5	**Reporting of research:** Importance of research reports, types of reports, Format of a research report, Precautions in writing a research report. Plagiarism and its types. References and Bibliography. Dissemination of research results. Ethical issues in conducting research.	8	CO2 and CO6	Lecture Case Activity	Create	Case Presentation Activity End Term: Theory Applied
6	**Role of ICT in research:** Information and Computer Technology(ICT), Important characteristics, Computer Applications for research, Use of Statistical Software Packages for research	6	CO1	Lectures and hand on Experience on SoftWare	understand	Activity End Term: Theory Applied

PO-CO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO206.1	**3**	**2**	**3**	**3**	**3**	**3**
CO206.2	**3**	**2**	**3**	**3**	**3**	**3**
CO206.3	**3**	**3**	**3**	**3**	**3**	**3**
CO206.4	**3**	**3**	**3**	**3**	**3**	**3**

CO206.5	**3**	**3**	**3**	**3**	**3**	**3**
CO206.6	**3**	**3**	**2**	**3**	**-**	**3**
CO.	**3**	**2.66**	**2.83**	**3**	**2.5**	**3**
CO	**3**	**3**	**3**	**3**	**3**	**3**

1- Low, 2- Medium, 3- High, if no correlation, put '- '
(Rationale in Appendix)

Evaluation
Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	**Marks**	**CO1**	**CO2**	**CO3**	**CO4**	**CO5**	**CO6**
Class Participation/ Attendance	**10**	**2**	**2**	**2**	**2**	**2**	
Reading Existing Literature	**5**		**2**	**1**	**2**		
Presentation of Research Work/Article	**5**		**2**	**2**	**1**		
Internal Exam	**30**	**5**	**5**	**5**	**5**	**5**	**5**
End Term (Univ)	**50**						

Attendance Policy:

Percentage	**Marks**
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Kothari C R	Research Methodology – Methods & Techniques	2014	PHI Pvt Ltd New Delhi
– National	Uma Sekharan	Research Methods for business	2016	Oxford
3 – National	Ranjit Kumar	Research Methodology	2009	Pearson Education
4 – International	Donald Cooper and PS Schindler	Business Research Methods	2015	Tata McGraw Hill
5 – International	Neuman, W.L.	Social Researhc Methods – Qualitative and Quantitative	2008	Pearson
6 – International	Saunders, M., Lewis, P., &Thornhill, A.	Research Methods for Business Students	2011	Pearson

Online Resources:

Sr	Web site address
3	https://www.methodspace.com/open-access-sage-journals-with-a-research-methods-focus/
4	https://www.researchgate.net/deref/https%3A%2F%2Fwww.amazon.com%2Fhow-research-todays-tips-tools-ebook%2Fdp%2Fb01i5jjdxc http://www.ala.org/tools/research/larks/researchmethods
5	https://www.intechopen.com/online-first/research-design-and-methodology
6	https://lecturenotes.in/m/21513-research-methodology-
7	http://ebooks.lpude.in/commerce/mcom/term_2/DCOM408_DMGT404_RESEARCH_METHODOLOGY.pdf
1	https://www.manaraa.com/upload/43ef7b58-5c8a-4371-8aea-699609cd2aaf.pdf
2	http://ebooks.lpude.in/commerce/mcom/term_2/DCOM408_DMGT404_RESEARCH_METHODOLOGY.pdf

MOOCs:

Resources No	Web site address
1	https://swayam.gov.in/nd2_cec20_hs17/preview
2	https://www.classcentral.com/course/researchmethods-1767
3	https://www.coursera.org/learn/research-methods
4	https://www.classcentral.com/course/swayam-introduction-to-research-5221
5	https://www.edx.org/course/introduction-to-social-research-methods
6	https://www.coursera.org/learn/qualitative-methods

Appendix: Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 3	Application of the knowledge of management theories and practices to solve business problems is possible only if managers understand different applications of research for managerial decision making
CO1 & PO 2 Mapped at 2	Understanding of different applications of research for managerial decision-making support to foster analytical and critical thinking abilities for data-based decision making to a decent extent.
CO1 & PO 3 Mapped at 3	Help to understand managers learn new technologies with comfort and cope with change to be productive.
CO1 & PO 4 Mapped at 3	Different applications of research help to understand, analyze and communicate global, economic, legal and ethical aspects of business.
CO1 & PO5 Mapped at 3	Understanding of different applications of research help managers to Read, write, and contribute to Business literature.
CO1 & PO6 Mapped at 3	Understanding of different applications of research and PO 6 are highly aligned as CO 1 outlines the ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
CO2 & PO1 Mapped at 3	Application of the knowledge of management theories and practices to solve business problems is possible only if managers have profound Knowledge of key research, research articles and research reports.
CO2& PO2 Mapped at 2	Knowledge of key research, research articles and research reports help to foster analytical and critical thinking abilities for data-based decision making to a decent extent.
CO2& PO3 Mapped at 3	Knowledge of key research, research articles and research reports help to understand managers learn new technologies with comfort and cope with change to be productive.
CO2& PO4 Mapped at 2	Knowledge of key research, research articles and research reports help to understand, analyze and communicate global, economic, legal and ethical aspects of business.
CO2& PO5 Mapped at 3	In-depth Knowledge of research help managers to Read, write, and contribute to Business literature.
CO2& PO6 Mapped at 3	In-depth Knowledge of research outlines the ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
CO3 & PO1 Mapped at 3	Application of the knowledge of management theories and practices to solve business problems is possible only if managers are aware of data analysis-and hypothesis testing procedures
CO3 & PO2 Mapped at 3	Basic awareness of data analysis-and hypothesis testing procedures helps to foster analytical and critical thinking abilities for data-based decision making to a decent extent.
CO3 & PO3 Mapped at 3	Learning new technologies and to be productive is possible only if students are aware of data analysis-and hypothesis testing
CO3 & PO4 Mapped at 3	Basic awareness of data analysis-and hypothesis testing procedures helps to understand, analyze and communicate global, economic, legal and ethical aspects of business.
CO3 & PO5 Mapped at 3	Managers will be able to Read, write, and contribute to Business literature only with the understanding of data analysis-and hypothesis testing
CO3 & PO6 Mapped at 3	Data analysis-and hypothesis testing outlines the ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
CO4 & PO1 Mapped at 3	Application of the knowledge of management theories and practices to solve business problems is imaginable if managers are aware of designing questionnaires and administer simple survey-based projects.
CO4 & PO2 Mapped at 3	Designing questionnaires and administer simple survey-based projects helps to foster analytical and critical thinking abilities for data-based decision making to a decent extent.
CO4 & PO3 Mapped at 3	Designing questionnaires and administer simple survey-based projects helps to Learn new technologies with ease and to be productive.
CO4 & PO4 Mapped at 3	Designing questionnaires and administer simple survey-based projects help to understand, analyze and communicate global, economic, legal and ethical aspects of business.
CO4 & PO5 Mapped at 3	Designing questionnaires and administer simple survey-based projects also help Managers to Read, write, and contribute to Business literature in an effective manner.
CO4& PO6 Mapped at 3	Designing questionnaires and administer simple survey-based projects enhance the ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
CO5 & PO1	Application of the knowledge of management theories and practices to solve business problems is

Mapped at 3	conceivable if managers are aware of sampling methods, measurement scales, instruments and its appropriate use.
CO5 & PO2 Mapped at 3	Knowledge of sampling methods, measurement scales and instruments helps to foster analytical and critical thinking abilities for data-based decision making to a good extent.
CO5 & PO3 Mapped at 3	Mindfulness of sampling methods, measurement scales, instruments and its appropriate use helps to Learn new technologies with ease and to be productive.
CO5 & PO4 Mapped at 3	Mindfulness of sampling methods, measurement scales, instruments and its appropriate use help to understand, analyze and communicate global, economic, legal and ethical aspects of business.
CO5 & PO5 Mapped at 3	Knowledge of sampling methods and measurement scales also help Managers to Read, write, and contribute to Business literature in an effective manner.
CO5& PO6 Mapped at 3	Knowledge of sampling methods and measurement scales also enhance the ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
CO6 & PO1 Mapped at 3	Application of the knowledge of management theories and practices to solve business problems is somewhere also related with the rationale for research ethics.
CO6 & PO2 Mapped at 3	Rationale for research ethics helps to foster analytical and critical thinking abilities for data-based decision making to a great extent.
CO6 & PO3 Mapped at 2	Rationale for research ethics also helps to learn new technologies with ease and to be productive to some extent.
CO6 & PO4 Mapped at 3	Rationale for research ethics help to understand, analyze and communicate global, economic, legal and ethical aspects of business to a great extent.
CO6 & PO5 Mapped at -	Rationale for research ethics i.e CO6 is not much related to PO5 i.e. Read, write, and contribute to Business literature in an effective manner.
CO6 & PO6 Mapped at 3	Rationale for research ethics enhance the ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

Mapped by: Dr.Nitu Jain, BVDU-BVIMR ,Delhi	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Programme: BBA Sem VIII (Fintech) CBCS -Syllabus w.e.f. - Year			
Semester	**Course Code**	**Course Title**	
	FT-04	**Financial Analytics and Blockchain in Fintech**	
Type	**Credits**	**Evaluation**	**Marks**
Core	4	UE:IE	50:50

Course Objectives:

- Understand the Evolution of Fintech: Explore the historical development, key drivers, and technological advancements shaping the Fintech industry.
- Analyze Fintech Infrastructure and Collaboration: Examine the role of financial institutions, start-ups, and regulatory frameworks in driving Fintech innovations.
- Evaluate Emerging Trends in Digital and Alternative Finance: Assess the impact of crowdfunding, digital payments, blockchain, and other financial innovations on global markets.
- Apply Fintech Concepts to Business and Economic Challenges: Utilize case studies and research analysis to solve real-world financial problems and identify opportunities in emerging economies.
- Develop Critical Thinking and Research Skills in Fintech: Engage in discussions, case studies, and research presentations to enhance analytical and decision-making skills in financial technology.

Course Outcomes :

- Understand the fundamental concepts of FinTech, including digital payments, AI, blockchain, and regulatory frameworks, to analyze their impact on financial services.
- Evaluate the role of FinTech startups and innovation by exploring disruptive technologies, market trends, design thinking, and real-world case studies, along with the challenges faced by startups.
- Develop analytical and technical skills in financial analytics by applying big data, machine learning, fraud detection, algorithmic trading, and behavioral finance for data-driven decision-making.
- Analyze the applications of blockchain and decentralized finance (DeFi) in financial services, including smart contracts, settlements, digital assets, and regulatory considerations.
- Explore future trends and career opportunities in FinTech by understanding its applications in banking, insurance, cybersecurity, entrepreneurship, and automation while developing industry-relevant skills.

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	**Introduction to Fintech and Its Evolution** Overview of Fintech and its Impact on Financial Services, Digital Payments and Mobile Wallets, Role of AI and Machine Learning in Fintech, Blockchain Technology and Cryptocurrencies, Regulatory Landscape and Compliance in Fintech					
2	**Fintech Startups and Innovation** Fintech Startups and Their Disruptive Potential, Market Trends and Emerging Technologies in Fintech, Design Thinking and Innovation in Financial Services, Case Studies of Successful Fintech Ventures, Challenges Faced by Startups in the Fintech Industry	6	CO 1	Lecture with Ppts, Discussion Quiz	Understand	Quiz,Discussion, Internal Evaluation

3	**Financial Analytics and Data-Driven** Decision Making, Introduction to Financial Analytics and Big Data, Machine Learning for Financial Predictions and Risk Assessment, Fraud Detection and Prevention using AI, Financial Modeling and Algorithmic Trading, Sentiment Analysis and Behavioral Finance					
4	**Blockchain and Decentralized Finance (DeFi)** Fundamentals of Blockchain and Distributed Ledger Technology, Smart Contracts and Their Applications in Finance, Decentralized Finance (DeFi) and Digital Assets, Blockchain in Settlements, Clearing, and Cross-Border Payments, Regulatory and Ethical Considerations in Blockchain	8	CO 3 and CO5	Lecture with PPTs Case Study, Preparing questionnaire	Understand and Analyse	Framing of questionnaire, End Term Exams: Case based
5	**Future Trends and Career Opportunities in Fintech** Fintech Applications in Banking, Insurance, and Investments, Entrepreneurship and Startup Ecosystem in Fintech, Impact of AI and Automation on Financial Services Cybersecurity and Risk Management in Fintech, Career Pathways and Skill Development in Fintech Industry	10	CO3 and CO5	Lectures with PPTs Practical Questions Framing Hypothesis with Research Model	Evaluate	Group Activity , Hypothesis Framing End Term Exam: Short case and situation based questions and Evaluation of Questions .

PO-CO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	-	-	-	3
CO2	-	3	-	3	-	2
CO3	-	2	3	2	-	-
CO4	-	-	3	-	3	3
CO5	-	-	-	-	3	3

1- Low, 2- Medium, 3- High, if no correlation, put '- '
(Rationale in Appendix)

Evaluation
Internals: 50%

Externals: 50%

Total: 100%

Parameter	Marks	CO1	CO2	CO3	CO4	CO5

Class Participation/ Attendance	**10**	**2**	**2**	**2**	**2**	**2**
Group Activity	**5**		**2**	**1**	**2**	
Presentation	**5**		**2**	**2**	**1**	
Internal Exam	**30**	**5**	**5**	**5**	**5**	**5**
End Term (Univ)	**50**					

Internal Assessment Mapping

Attendance Policy:

Percentage	**Marks**
95-100%	10 marks
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Sr. No.	**Name of the Author**	**Title of the Book**	**Year Edition**	**Publisher Company**
2	Pranay Gupta, T. Mandy Tham	Fintech: The New DNA of Financial Services	2018	World Scientific Publishing
1	Susanne Chishti, Janos Barberis	The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs, and Visionaries	2016	Wiley
5	Parag Y. Arjunwadkar	FinTech: The Technology Driving Disruption in the Financial Services Industry	2018	CRC Press

Appendix: for Program and Outcomes:

Sr	Web site address
1	https://www.coursera.org
2	https://www.udemy.com
3	https://www.edx.org
4	https://www.investopedia.com
5	https://www.weforum.org

Rationale Mapping Outcomes Course

CO1 & PO1	**Understanding the fundamentals of FinTech in industry immersion enables students to apply management theories to real-world financial technology scenarios.**
Mapped at Level: 3	
CO1 & PO2	**Helps students analyze FinTech applications for better decision-making in the financial sector.**
Mapped at Level: 2	
CO1 & PO3	**Provides basic knowledge of FinTech tools but does not emphasize system development.**
Mapped at Level: 1	
CO1 & PO5	**Introduces ethical, legal, and regulatory aspects of FinTech in financial services.**
Mapped at Level: 2	
CO1 & PO6	**Encourages continuous learning about evolving financial technologies and their impact on the industry.**
Mapped at Level: 3	
CO2 & PO1	**Provides insights into digital payments, blockchain, and RegTech, which are crucial for industry immersion.**
Mapped at Level: 2	
CO2 & PO2	**Strengthens problem-solving skills by analyzing digital finance and its challenges.**
Mapped at Level: 3	
CO2 & PO4	**Introduces innovation in FinTech but does not focus on entrepreneurship.**
Mapped at Level: 1	
CO2 & PO5	**Covers cybersecurity, compliance, and fraud prevention in FinTech transactions.**
Mapped at Level: 2	
CO3 & PO1	**Provides an introductory understanding of RegTech and compliance.**
Mapped at Level: 1	
CO3 & PO2	**Enhances critical thinking by analyzing financial regulations and compliance frameworks.**
Mapped at Level: 2	
CO3 & PO3	**Strongly linked to RegTech system development and its applications.**
Mapped at Level: 3	
CO3 & PO4	**Encourages the use of technology for regulatory solutions and compliance.**
Mapped at Level: 2	
CO3 & PO6	**Introduces a lifelong learning approach to evolving regulatory technologies.**
Mapped at Level: 1	
CO4 & PO1	**Provides a deeper understanding of AI-driven financial analytics.**
Mapped at Level: 2	
CO4 & PO2	**Helps analyze AI-based problem-solving in finance.**

Mapped at Level: 1	
CO4 & PO3	**Explores AI implementation in financial technology applications.**
Mapped at Level: 2	
CO4 & PO4	**Strongly linked to innovation in AI, big data, and financial services analytics.**
Mapped at Level: 3	
CO4 & PO6	**Encourages lifelong learning in AI-driven FinTech solutions.**
Mapped at Level: 2	
CO5 & PO2	**Helps analyze cybersecurity risks in digital financial ecosystems.**
Mapped at Level: 2	
CO5 & PO3	**Introduces cybersecurity measures but does not focus on development.**
Mapped at Level: 1	
CO5 & PO4	**Encourages the creation of innovative solutions for cybersecurity challenges.**
Mapped at Level: 2	
CO5 & PO5	**Strongly linked to legal and ethical compliance in FinTech security.**
Mapped at Level: 3	
CO5 & PO6	**Promotes awareness of cybersecurity as a continuous learning process.**
Mapped at Level: 1	

Mapped by:	
	Dean: Prof. Dr. Premashish Roy

Programme: BBA CBCS – Revised Syllabus w. e. f – 2022-2023			
Semester	**Course Code**	**Course Title**	
V	**SCM01**	**Logistics & Supply Chain Management**	
	Prepared By	**Dr. Nilesh Mate_SDE**	
Type	**Credits**	**Evaluation**	**Marks**
DSE	**03**	**IE:UE**	**40:60**

Course Objectives:

- To understand fundamentals of Logistics and Supply Chain Management.
- Develop a strong understanding of business in today environment
- Apply knowledge to evaluate and manage an effective supply chain.
- Analyze and improve supply chain processes.
- Design a supply chain for the businesses

Course Outcomes:

At the successful completion of course, the learner will be able to
CO1.Understand the significance of Logistics and supply chain management in Businesses.

CO 2. Apply various tools of Logistics and SCM for betterment of organizational efficiency.

CO 3. Analyze the Demand through forecasting to plan the supply.
CO 4. Evaluate Global Supply Chain Management.

CO 5.Create supply chain strategies to achieve competitive advantage for the businesses.

Unit	Contents	Sessions (Hrs.)	Cos Number	Teaching Methodology	Cognition Level	Evaluation Tools
1. Introduction to Logistics and Supply Chain Management	Definition and significance of logistics and supply chain management Historical evolution and development of supply chain management Key stakeholders and their roles in the supply chain	08	CO1	Lecture, Quiz	Understand	Quiz End Term Internals: Short Answer

	Overview of supply chain flows (information, product, and cash) Trends and challenges in modern supply chains					
2. Supply Chain Strategy and Design	Formulating supply chain strategies to achieve competitive advantage. Supply chain network design and optimization Role of technology and data analytics in supply chain design Sustainability considerations in supply chain strategy	10	CO2, CO3	Lecture, Quiz	Apply, Analyse	Case Study, End Term: Applied Question
3. Logistical Operations	Procurement and supplier relationship management Transportation modes and management Inventory management techniques and principles Distribution center operations and optimization Lean and agile supply chain concepts	10	CO3, CO4	Lectures, Video Cases	Analyse, Evaluate	Case Study, End Term: Applied Question

4. Demand Planning and Forecasting	Demand forecasting methods and models Forecast accuracy and error measurement. Collaborative demand planning and forecasting (CPFR) Inventory replenishment strategies based on demand forecasts. Case studies on demand planning in real-world scenarios	08	CO4	Lecture, Case Study	Evaluate	Case Study with Presentations, End Term Exams: Case based Questions/Applied Questions
5. Global Supply Chain Management and Sustainability	Globalization and its impact on supply chains Cross-border trade and international logistics Risk management in global supply chains Sustainable supply chain practices and corporate social responsibility (CSR) Emerging trends in logistics and supply chain sustainability	09	CO5	Lectures, Case Study, Flip Classroom	Create	Case Presentation Activity, End Term: Theory Applied

CO-PO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	1	-	1	-
CO2	-	2	3	1	-	-
CO3	-	2	2	-	-	-
CO4	-	1	-	3	2	-
CO5	-	-	2	1	3	3

1- Low , 2- Medium, 3- High, If no correlation,put '-'

(Rationale in Appendix) Evaluation

Internals: 40%

Externals: 60%

Total : 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4	CO5
Class Participation/ Attendance	10	2	2	2	2	2
Case study discussion	5	1	1	1	1	1
Assignments/ Projects	5	1	1	1	1	1
Internal End Term Exam	20	4	4	4	4	4
Internal	40	8	8	8	8	8
End Term (Univ)	60					

Attendance Policy

95-100%	**10 marks**
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Reference Books:

Sr. No.	**Name of the Author**	**Title of the Book**	**Year of Edition**	**Publisher Company**
1	SatishC. Ailawadi & RakeshSingh	LogisticsManagement	2005	Prentice-HallofIndia Pvt.Limited
2	D KAgrawal	Logisticsand Supply ChainManagement	2003	Macmillan PublishersIndia Limited,
3	JanatShah	Supply ChainManagement-TextandCases	2009	PearsonEducation
4	DouglasLong	InternationalLogistics:GlobalSupplyChain Management	2003	SpringerUS
5	DonaldJ. Bowersox&DavidJ.Closs	LogisticalManagement	1996	McGraw-HillCompanies
6	DonaldWaters	Logistics-AnIntroduction toSupplyChain Management	2003	PalgraveMacmillan

Online Resources

Online Resources	**Website address**
1	www.poms.org
2	www.logisticsmgmt.com
3	www.ionlogistics.eu

MOOCs

MOOCS	**Website address**
1	alison.com
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Appendix: Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 3	CO1 has a high correlation with PO1 (remember management concepts, theories, models, and key business terms) because it relates to the foundational knowledge of logistics and supply chain management in the business context.
CO1 & PO2 Mapped at 2	CO1 has a medium correlation with PO2 (understand management principles and practices) because it relates to the foundational knowledge of logistics and supply chain management in the business context
CO1 & PO3 Mapped at 1	CO1 has a low correlation with PO3 (apply optimum solutions to problems in the field of Business Management).
CO1 & PO5 Mapped at 1	CO1 has a low correlation with PO5 (analyze the need for and engage in lifelong learning) because it involves partially creating supply chain strategies for competitive advantage, which is relevant to lifelong learning.
CO2 & PO 2 Mapped at 2	CO2 has a medium correlation with PO2 (understand management principles and practices) because it relates to the foundational knowledge of logistics and supply chain management in the business context
CO2 & PO 3 Mapped at 3	CO2 has a high correlation with PO3 (apply optimum solutions to problems in the field of Business Management) because it involves the application of tools to improve organizational efficiency.
CO3 & PO 2 Mapped at 2	CO3 has a medium correlation with PO2, (understand management principles and practices) because it relates to the foundational knowledge of logistics and supply chain management in the business context
CO3 & PO 3 Mapped at 2	CO3 has a medium correlation with PO3, as it involves analyzing demand through forecasting, which aligns with applying solutions to problems in Business Management.
CO4 & PO 2 Mapped at 3	CO4 has a high correlation with PO2 (understand management principles and practices) because it relates to the foundational knowledge of logistics and supply chain management in the business context.
CO4 & PO 4 Mapped at 2	CO4 has a medium correlation with PO4 (use sustainable and ethical business practices in the contemporary business scenario) as it directly relates to evaluating global supply chain management in a sustainable and ethical manner
CO4 & PO 5 Mapped at 2	CO4 has a medium correlation with PO5 (analyze the need for and engage in lifelong learning) because it involves creating supply chain strategies for competitive advantage, which is relevant to lifelong learning and entrepreneurship.
CO5 & PO3 Mapped at 2	CO5 has a medium correlation with PO3 as it involves analyzing demand through forecasting, which aligns with applying solutions to problems in Business Management.
CO5 & PO4 Mapped at 1	CO5 has a low correlation with PO4 (use sustainable and ethical business practices in the contemporary business scenario) as it directly relates to evaluating global supply chain management in a sustainable manner
CO5 & PO5 Mapped at 3	CO5 has a high correlation with PO5 (analyze the need for and engage in lifelong learning) because it involves creating supply chain strategies for competitive advantage, which is relevant to lifelong learning and entrepreneurship.
CO5 & PO6 Mapped at 3	CO5 has a high correlation with PO6 (evaluate entrepreneurial opportunities) because it involves creating supply chain strategies for competitive advantage, which is relevant to lifelong learning and entrepreneurship.

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Programme: MBA CBCS – Revised Syllabus w.e.f – 2022-2023			
Semester	**Course Code**	**Course Title**	
VI	SCM02	Quality Management and Six Sigma	
Name of Faculty		**Dr. Pawan Koul, DMS**	
Type	**Credits**	**Evaluation**	**Marks**
DSC	3	IE&UE	40:60

Course Objectives: (CO)

1. To understand the concepts of quality management applicable in the business world
2. To apply the quality management & six sigma tools in the business context
3. To analyse quality parameters for solving real life business issues
4. To evaluate the quality alternatives leading to effective decision making

Learning Outcomes:

1. Demonstrate knowledge in core areas of business based on current research and best practice
2. Be able to apply the conceptual knowledge for effective decision making
3. Demonstrate value-based leadership and teamwork capabilities in multidisciplinary settings
4. Be able to evaluate real-world business problems and create contemporary business solutions
5. To the development of practical skills and opportunities for the application of knowledge to real-life organizational issues

Unit	Contents	Sessions (Hrs.)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools

1	**What is Quality, Quality Leadership, Customer satisfaction** Introduction to Quality, Quality philosophies, Quality Leadership, Deming's 14 points, Dimensions of quality, Employee Involvement Customer feedback, Service quality,	7	1	Lectures / Presentation	Remembering /Understanding	Quiz / University Exam
	Customer retention.					
2	**Continuous Process Improvement and Supplier Development** Quality improvement teams, Juran trilogy, Improvement strategies, PDSA cycles, Supplier rating, Supplier relationship development Performance measures in quality, Cost of quality, Quality awards, Balanced scorecard, Introduction to benchmarking	10	2	Lectures / Presentation	Apply/ Analyse / Evaluate	Quiz / University Exam
	Quality Management System- ISO 9000 Series of Standards Benefits of ISO registration Implementation process Documentation pyramid					

3	Quality Awards Malcom Baldrige criteria for Business Excellence Rajiv Gandhi National Quality Award Ramakrishna Bajaj National Quality Award Deming Prize European Quality Award	10	3	Lectures / Presentation	Apply/ Analyse/ Evaluate	Quiz / University Exam
4	**Statistical Process Control** Pareto diagram Process Flow Diagram Cause-and-Effect Diagram Check Sheets Scatter diagrams	10	4	Lectures / Presentation	Apply/ Analyse/ Evaluate	Quiz / University Exam
5	**Six Sigma** Principles of Six Sigma, Design for Six Sigma, Implementing Six Sigma	8	4	Lectures / Presentation	Apply/ Analyse/ Evaluate / Create	Quiz / University Exam

Sr. No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1	Bester field, D. H.; Besterfield-Michna, C.; Besterfield-Sacre, M.; Bester field, G.H.; Urdhwareshe, H.; Urdhwareshe, R.	Total Quality Management	2015	4th Edition. Pearson, (TQM)
2	Evans & Lindsay	An Introduction to Six Sigma & Process Improvement	2023	Cengage Publishing (ISP)

Online Resources	Website address
1	https:// https://pll.harvard.edu/course/improving-global-health-focusing-quality-and-safety

2	https://iisdt.in/product/diploma-in-quality-management/?srsltid=AfmBOoojjTm00sn280pH77_X3lNKp2W6OXDvGfUiRzvA_TpxYhgdAxKr
3	https:// https://www.simplilearn.com/quality-management
MOOCS	**Website address**
1	https://archive.nptel.ac.in/courses/110/101/110101010/
2	https://onlinecourses.nptel.ac.in/noc21_mg24/preview
3	https:// www.coursera.org/courses?query=quality%20management

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	2	1	1	1
CO2	3	3	2	1	1	1
CO3	3	3	2	1	1	1
CO4	3	3	3	3	3	3

1- Low, 2- Medium, 3- High, if no correlation, put '-'

(Rationale in Appendix) Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4
Class Participation/ Attendance	**10**	**2.5**	**2.5**	**2.5**	**2.5**
Assignments/ Projects	**10**	**2.5**	**2.5**	**2.5**	**2.5**
Internal End Term Exam	**20**	**5.5**	**5.5**	**4.5**	**4.5**
Internal	**40**	**10.5**	**10.5**	**9.5**	**9.5**
End Term (Univ)	**60**				

Attendance Policy

95-100%	**10 marks**
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Appendix:

Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 3	After understanding of the concepts of quality management, we will be able to remember the management concepts.
CO1 & PO 2 Mapped at 3	After understanding of the concepts of quality management, we will be able to understand the management principles and practices in organizational context.
CO1 & PO 3 Mapped at 2	After understanding of the concepts of quality management, it would not be easy to apply to problems in business management.
CO1 & PO 4 Mapped at 1	After understanding of the concepts of quality management, it would not be easy to use sustainable and ethical business practices.
CO1 & PO5 Mapped at 1	After understanding of the concepts of quality management, it would not be easy to analyze the need for and engage in lifelong learning.
CO1 & PO6 Mapped at 1	After understanding of the concepts of quality management, it would not be easy to evaluate the entrepreneurial opportunities and leveraging the knowledge in starting business enterprise
CO2 & PO1 Mapped at 3	After applying the quality management and six sigma, we will be able to remember the management concepts.
CO2& PO2 Mapped at 3	After applying the quality management and six sigma, we will be able to understand the management principles and practices in organizational context.
CO2& PO3 Mapped at 2	After applying the quality management and six sigma, it would not be easy to apply to problems in business management.
CO2& PO4 Mapped at 1	After applying the quality management and six sigma, it would not be easy to use sustainable and ethical business practices.
CO2& PO5 Mapped at 1	After applying the quality management and six sigma, it would not be easy to analyze the need for and engage in lifelong learning.
CO2& PO6 Mapped at 1	After applying the quality management and six sigma, it would not be easy to evaluate the entrepreneurial opportunities and leveraging the knowledge in starting business enterprise.
CO3 & PO1 Mapped at 3	After analyzing the quality parameters, we will be able to remember the management concepts.
CO3 & PO2 Mapped at 3	After analyzing the quality parameters, we will be able to understand the management principles and practices in organizational context.
CO3 & PO3 Mapped at 2	After analyzing the quality parameters, it would not be easy to apply to problems in business management.

CO3 & PO4 Mapped at 1	After analyzing the quality parameters, it would not be easy to use sustainable and ethical business practices.
CO3 & PO5 Mapped at 1	After analyzing the quality parameters, it would not be easy to analyze the need for and engage in lifelong learning.
CO3 & PO6 Mapped at 1	After analyzing the quality parameters, it would not be easy to evaluate the entrepreneurial opportunities and leveraging the knowledge in starting business enterprise.
CO4 & PO1 Mapped at 3	After evaluating the quality alternatives, we will be able to remember the management concepts.
CO4 & PO2 Mapped at 3	After evaluating the quality alternatives, we will be able to understand the management principles and practices in organizational context.
CO4 & PO3 Mapped at 3	After evaluating the quality alternatives, it would be easy to apply to problems in business management.
CO4 & PO4 Mapped at 3	After evaluating the quality alternatives, it would be easy to use sustainable and ethical business practices.
CO4 & PO5 Mapped at 3	After evaluating the quality alternatives, it would be easy to analyze the need for and engage in lifelong learning.
CO4& PO6 Mapped at 3	After evaluating the quality alternatives, it would be easy to evaluate the entrepreneurial opportunities and leveraging the knowledge in starting business enterprise.

Programme: MBA CBCS – Revised Syllabus w.e.f – 2022-2023			
Semester	**Course Code**	**Course Title**	
VII	SCM03	Lean Management	
Name of Faculty		**Dr. Pawan Koul , DMS**	
Type	**Credits**	**Evaluation**	**Marks**
DSC	3	IE&UE	40:60

Course Objectives: (CO)

1. To understand the concepts of lean applicable in the business world
2. To apply the lean tools and techniques for process improvement in the business context
3. To analyse available information for solving real life business issues
4. To evaluate the alternatives leading to effective decision making

Learning Outcomes:

1. Describe and discuss the key lean management concepts
2. Discuss critically the practical use of the techniques covered, taking into account organizational context
3. Explain and discuss the relationship between lean management with the other functional strategies
4. Explain the overall business policies in the context of strategy goals and objectives of the organization to make profits
5. Analyse the resource allocation strategies in businesses to meet the customer requirements

Unit	Contents	Sessions (Hrs.)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	**Introduction to lean management** The Birth of Lean. Lean Enterprise versus Traditional Mass Production. What is Value? What can be called Value Addition Muda: Eight Deadly Wastes. House of Lean.	7	1	Lectures / Presentation	Remembering /Understanding	Quiz / University Exam

2	**Lean system** System and Systems Thinking The 5S System Standards in Lean System **Lean tools & techniques:** JIT- Why JIT, Basic Principles of JIT, The JIT System, Kanban, Heijunka Jidoka- The Jidoka concept, Poke-yoke, Implementing Jidoka	10	2	Lectures / Presentation	Apply/ Analyse / Evaluate	Quiz / University Exam
3	**Lean planning** Why Plan Problems with Planning Hoshin Planning System Hoshin planning and MBO The Four Phases of Hoshin Planning The control department concept	10	3	Lectures / Presentation	Apply/ Analyse/ Evaluate	Quiz / University Exam
4	**Lean culture** What is Lean Culture PDCA cycle Lean production as a path How does Lean Culture feel Lean supply chain management	10	3,4	Lectures / Presentation	Apply/ Analyse/ Evaluate	Quiz / University Exam
5	**Standardized Work** Method engineering Vs Lean thinking , Why standardize work, Elements of standardized work Charts used to define standardized work Overall efficiency vs Individual efficiency	8	3,4	Lectures / Presentation	Apply/ Analyse/ Evaluate / Create	Quiz / University Exam

Sr. No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1	Pascal Dennis	Lean Production Simplified	2017	Productivity Press

2	John Nicholas	Lean Production for Competitive Advantage: A Comprehensive Guide to Lean Methodologies and Management Practices	2005	Productivity Press
Online Resources	Website address			
1	https://pll.harvard.edu/catalog/free?page=1			
2	https://hbr.org/2016/03/lean-strategy			
3	https://emeritus.org/blog/what-is-lean-management/			
MOOCS	Website address			
1	https://onlinecourses.nptel.ac.in/noc22_ce49/preview			
2	https://archive.nptel.ac.in/courses/110/107/110107130/			
3	https://onlinecourses.swayam2.ac.in/imb24_mg119/preview			

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	2	1	1	1
CO2	3	3	2	1	1	1
CO3	3	3	2	1	1	1
CO4	3	3	3	3	3	3

1- Low, 2- Medium, 3- High, if no correlation, put '-'

(Rationale in Appendix) Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4
Class Participation/ Attendance	**10**	**2.5**	**2.5**	**2.5**	**2.5**
Assignments/ Projects	**10**	**2.5**	**2.5**	**2.5**	**2.5**
Internal End Term Exam	**20**	**5.5**	**5.5**	**4.5**	**4.5**
Internal	**40**	**10.5**	**10.5**	**9.5**	**9.5**
End Term (Univ)	**60**				

Attendance Policy

95-100%	**10 marks**
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Appendix:

Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 3	After understanding of the concepts of lean, we will be able to remember the management concepts.
CO1 & PO 2 Mapped at 3	After understanding of the concepts of lean , we will be able to understand the management principles and practices in organizational context.
CO1 & PO 3 Mapped at 2	After understanding of the concepts of lean, it would not be easy to apply to problems in business management.
CO1 & PO 4 Mapped at 1	After understanding of the concepts of lean, it would not be easy to use sustainable and ethical business practices.
CO1 & PO5 Mapped at 1	After understanding of the concepts of lean, it would not be easy to analyze the need for and engage in lifelong learning.
CO1 & PO6 Mapped at 1	After understanding of the concepts of lean, it would not be easy to evaluate the entrepreneurial opportunities and leveraging the knowledge in starting business enterprise
CO2 & PO1 Mapped at 3	After applying the lean tools and technology , we will be able to remember the management concepts.
CO2& PO2 Mapped at 3	After applying the lean tools and technology, we will be able to understand the management principles and practices in organizational context.
CO2& PO3 Mapped at 2	After applying the lean tools and technology, it would not be easy to apply to problems in business management.
CO2& PO4 Mapped at 1	After applying the lean tools and technology, it would not be easy to use sustainable and ethical business practices.
CO2& PO5 Mapped at 1	After applying the lean tools and technology, it would not be easy to analyze the need for and engage in lifelong learning.
CO2& PO6 Mapped at 1	After applying the lean tools and technology, it would not be easy to evaluate the entrepreneurial opportunities and leveraging the knowledge in starting business enterprise.
CO3 & PO1 Mapped at 3	After analyzing available information , we will be able to remember the management concepts.
CO3 & PO2 Mapped at 3	After analyzing available information , we will be able to understand the management principles and practices in organizational context.
CO3 & PO3 Mapped at 2	After analyzing available information, it would not be easy to apply to problems in business management.

CO3 & PO4 Mapped at 1	After analyzing available information, it would not be easy to use sustainable and ethical business practices.
CO3 & PO5 Mapped at 1	After analyzing available information, it would not be easy to analyze the need for and engage in lifelong learning.
CO3 & PO6 Mapped at 1	After analyzing available information, it would not be easy to evaluate the entrepreneurial opportunities and leveraging the knowledge in starting business enterprise.
CO4 & PO1 Mapped at 3	After evaluating the lean alternatives, we will be able to remember the management concepts.
CO4 & PO2 Mapped at 3	After evaluating the lean alternatives, we will be able to understand the management principles and practices in organizational context.
CO4 & PO3 Mapped at 3	After evaluating the lean alternatives, it would be easy to apply to problems in business management.
CO4 & PO4 Mapped at 3	After evaluating the lean alternatives, it would be easy to use sustainable and ethical business practices.
CO4 & PO5 Mapped at 3	After evaluating the lean alternatives, it would be easy to analyze the need for and engage in lifelong learning.
CO4& PO6 Mapped at 3	After evaluating the lean alternatives, it would be easy to evaluate the entrepreneurial opportunities and leveraging the knowledge in starting business enterprise.

Programme: MBA CBCS – Revised Syllabus w.e.f – 2022-2023			
Semester	**Course Code**	**Course Title**	
VIII	SCM04	Operations Strategy	
Name of Faculty		**Dr. Pawan Koul , DMS**	
Type	**Credits**	**Evaluation**	**Marks**
DSC	3	IE&UE	40:60

Course Objectives: (CO)

1. To understand the concepts of operations strategy applicable in the business world
2. To apply the process of operations strategy in the business context
3. To analyse process technology for solving real life business issues
4. To evaluate the process technology alternatives leading to effective decision making

Learning Outcomes:

1. Describe and discuss the key operations strategy concepts
2. Discuss critically the practical use of the techniques covered, taking into account organizational context
3. Explain and discuss the relationship between operational strategy with the other functional strategies
4. Explain the overall business policies in the context of strategy goals and objectives of the organization to make profits
5. Analyze the resource allocation strategies in businesses to meet the customer requirements

Unit	Contents	Sessions (Hrs.)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	**Introduction to course** Why is operations excellence fundamental to strategic success What is operations strategy and how is it different from operations management What is the 'content' of operations strategy The operations strategy matrix What is the 'process' of operations strategy	7	1	Lectures / Presentation	Remembering /Understanding	Quiz / University Exam

2	**Capacity strategy** Introduction What is capacity strategy The overall level of operations capacity , The number and size of sites, Capacity change, Location of capacity **Purchasing Strategy** Introduction	10	2	Lectures / Presentation	Apply/ Analyse / Evaluate	Quiz / University Exam
	What is purchasing and supply strategy Contracting and relationships Which type of arrangement					
3	**Process technology strategy** Introduction What is process technology strategy Process technology should reflect volume and variety The product–process matrix **Improvement strategy** Introduction, Operations improvement Setting the direction Importance–performance mapping Developing operations capabilities	10	3	Lectures / Presentation	Apply/ Analyse/ Evaluate	Quiz / University Exam
4	**The process of operations strategy – formulation and implementation** Formulating operations strategy What is the role of alignment What analysis is needed for formulation The challenges to operations strategy formulation What is operations strategy implementation	10	3,4	Lectures / Presentation	Apply/ Analyse/ Evaluate	Quiz / University Exam

5	**The process of operations strategy – monitoring and control** Introduction What are the differences between operational and strategic monitoring and control How is progress towards strategic objectives tracked How can the monitoring and control process attempt to control risks	8	3,4	Lectures / Presentation	Apply/ Analyse/ Evaluate / Create	Quiz / University Exam

Sr. No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1	Slack, N. and Lewis, M.	Operations Strategy	2017	Pearson Education
2	Hayes, R.	Operations Strategyand technology	2005	Wiley

Online Resources	Website address
1	https://pll.harvard.edu/subject/strategic-management
2	https://ocw.mit.edu/courses/15-769-operations-strategy-fall-2010/
3	https://uniathena.com/short-courses/basics-of-operations-strategy-and-competitiveness
MOOCS	Website address
1	https://onlinecourses.nptel.ac.in/noc24_mg111/preview
2	https://archive.nptel.ac.in/courses/110/106/110106046/
3	https://www.coursera.org/learn/operations-strategy

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	2	1	1	1
CO2	3	3	2	1	1	1
CO3	3	3	2	1	1	1
CO4	3	3	3	3	3	3

1- Low, 2- Medium, 3- High, if no correlation, put '-'

(Rationale in Appendix) Evaluation

Internals: 50%

Externals: 50%

Total: 100%

Internal Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4
Class Participation/ Attendance	**10**	**2.5**	**2.5**	**2.5**	**2.5**
Assignments/ Projects	**10**	**2.5**	**2.5**	**2.5**	**2.5**
Internal End Term Exam	**20**	**5.5**	**5.5**	**4.5**	**4.5**
Internal	**40**	**10.5**	**10.5**	**9.5**	**9.5**
End Term (Univ)	**60**				

Attendance Policy

95-100%	**10 marks**
90-94%	9 marks
85-89%	8 marks
80-84%	7 marks
75- 79%	6 marks

Appendix:

Rationale for Mapping Program Outcomes and Course Outcomes:

CO1 & PO1 Mapped at 3	After understanding of the concepts of operations strategy, we will be able to remember the management concepts.
CO1 & PO 2 Mapped at 3	After understanding of the concepts of operations strategy, we will be able to understand the management principles and practices in organizational context.
CO1 & PO 3 Mapped at 2	After understanding of the concepts of operations strategy, it would not be easy to apply to problems in business management.
CO1 & PO 4 Mapped at 1	After understanding of the concepts of operations strategy, it would not be easy to use sustainable and ethical business practices.
CO1 & PO5 Mapped at 1	After understanding of the concepts of operations strategy, it would not be easy to analyze the need for and engage in lifelong learning.
CO1 & PO6 Mapped at 1	After understanding of the concepts of operations strategy, it would not be easy to evaluate the entrepreneurial opportunities and leveraging the knowledge in starting business enterprise
CO2 & PO1 Mapped at 3	After applying the process of operations strategy , we will be able to remember the management concepts.
CO2& PO2 Mapped at 3	After applying the process of operations strategy, we will be able to understand the management principles and practices in organizational context.
CO2& PO3 Mapped at 2	After applying the process of operations strategy, it would not be easy to apply to problems in business management.
CO2& PO4 Mapped at 1	After applying the process of operations strategy, it would not be easy to use sustainable and ethical business practices.
CO2& PO5 Mapped at 1	After applying the process of operations strategy, it would not be easy to analyze the need for and engage in lifelong learning.
CO2& PO6 Mapped at 1	After applying the process of operations strategy, it would not be easy to evaluate the entrepreneurial opportunities and leveraging the knowledge in starting business enterprise.
CO3 & PO1 Mapped at 3	After analyzing the process technology, we will be able to remember the management concepts.
CO3 & PO2 Mapped at 3	After analyzing the process technology, we will be able to understand the management principles and practices in organizational context.
CO3 & PO3 Mapped at 2	After analyzing the process technology, it would not be easy to apply to problems in business management.

CO3 & PO4 Mapped at 1	After analyzing the process technology, it would not be easy to use sustainable and ethical business practices.
CO3 & PO5 Mapped at 1	After analyzing the process technology, it would not be easy to analyze the need for and engage in lifelong learning.
CO3 & PO6 Mapped at 1	After analyzing the process technology, it would not be easy to evaluate the entrepreneurial opportunities and leveraging the knowledge in starting business enterprise.
CO4 & PO1 Mapped at 3	After evaluating the process technology alternatives, we will be able to remember the management concepts.
CO4 & PO2 Mapped at 3	After evaluating the process technology alternatives, we will be able to understand the management principles and practices in organizational context.
CO4 & PO3 Mapped at 3	After evaluating the process technology alternatives, it would be easy to apply to problems in business management.
CO4 & PO4 Mapped at 3	After evaluating the process technology alternatives, it would be easy to use sustainable and ethical business practices.
CO4 & PO5 Mapped at 3	After evaluating the process technology alternatives, it would be easy to analyze the need for and engage in lifelong learning.
CO4& PO6 Mapped at 3	After evaluating the process technology alternatives, it would be easy to evaluate the entrepreneurial opportunities and leveraging the knowledge in starting business enterprise.

Programme:BBA –Revised Syllabus w.e.f. - Year 2022 – 2023			
Semester	**Course Code**	**Course Title**	
V	**HCM-01**	**Healthcare Management Principles**	
	Prepared by	**Dr. Adveta Gharat**	
Type	**Credits**	**Evaluation**	**Marks**
	3	IE+UE 60+40	100

Course Objectives:

1. To understand the fundamental concepts and theories in healthcare management and their application in real-world healthcare settings.
2. To analyze the healthcare systems and governance structures across different models and global contexts.
3. To develop the ability to manage and optimize operations within healthcare organizations.
4. To evaluate and apply ethical and legal standards in healthcare management and decision-making.
5. To explore leadership principles and practices necessary for effective healthcare management.
6. To develop strategies for adapting healthcare management practices in response to changing industry dynamics and evolving patient needs.

Course Outcomes :

CO1: Understand the core concepts and theories of healthcare management.

CO2: Analyze healthcare management systems and governance structures.

CO3: Apply operational management strategies in healthcare organizations.

CO4: Recognize the ethical and legal considerations in healthcare management.

CO5: Evaluate the role of leadership in shaping healthcare organizations.

CO6: Demonstrate the ability to adapt management strategies in a dynamic healthcare environment.

Unit		**Sessions (Hrs)**	COs Number	Teaching Methodology	CognitionLevel	EvaluationTools
1	**Unit 1: Introduction to Healthcare Management** • **Overview of Healthcare Management** o Definition, scope, and importance o Key terms and concepts in healthcare management	8	CO1, CO2, CO3	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz

	○ Historical development of healthcare systems ○ Evolution of healthcare management in the modern era • **Key Healthcare Management Functions** ○ Planning, organizing, staffing, leading, and controlling ○ Strategic management in healthcare ○ Operational management and its role in daily healthcare administration • **Healthcare System Structures** ○ Public vs private healthcare systems ○ National and international healthcare systems (e.g., US, UK, India) ○ **Comparative structure analysis**: How system structures impact efficiency and patient care • **Healthcare Management Challenges** ○ Budget constraints and resource allocation in healthcare ○ Managing diversity and inclusion in healthcare teams ○ Addressing health disparities across different populations • **Healthcare System Stakeholders** ○ Roles of government, private sector, and non-profits in healthcare management					

	○ Patient, provider, and payer perspectives on healthcare management ○ Relationships among various stakeholders and their impact on healthcare quality • **Healthcare Management Theories** ○ Key management theories applied in healthcare: Scientific management, systems theory, and contingency theory ○ How these theories influence the management approach in healthcare settings • **Global Healthcare Management Trends** ○ Technological innovations and their impact on healthcare management ○ The rise of telemedicine and digital health tools ○ Globalization of healthcare services: Opportunities and challenges					
2	**Unit 2: Healthcare System Models** • **Healthcare System Frameworks** ○ Types of healthcare systems: Beveridge, Bismarck, National Health Insurance, Out-of-Pocket Model ○ Benefits and limitations of different	8	CO4	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz

	healthcare system models • **Healthcare Delivery Models** o Primary care, secondary care, tertiary care models o Integrated care models o **Patient-centered care**: Shifting the focus from disease to patient well-being • **Comparative Analysis of Healthcare Systems** o Case studies: USA, Canada, UK, and developing nations o Healthcare outcomes and performance • **Public Health vs. Clinical Care** o Differences between public health and clinical care management o Role of public health policies in shaping healthcare systems o Integration of public health initiatives within healthcare systems • **Private vs Public Health Insurance Models** o Differences in funding, regulation, and delivery of services in public vs private insurance o The role of managed care in private insurance systems • **Healthcare Funding and Economics** o Financial sustainability of different healthcare models					

	○ Impact of taxation and insurance schemes on healthcare access ○ Cost containment strategies in public and private systems • **Health Technology and Innovation in Systems** ○ Role of technology in transforming healthcare delivery models ○ The impact of electronic health records (EHRs) and telemedicine ○ Emerging healthcare technologies and their potential effects on system models					

3	**Unit 3: Healthcare Leadership and Governance** • **Leadership in Healthcare** o Leadership theories: Transformational, transactional, servant leadership o Leadership styles in healthcare organizations • **Governance in Healthcare** o The role of boards of directors, executive management o Governance structures in hospitals and healthcare institutions • **Healthcare Policies and Their Impact** o Governmental influence on healthcare organizations o The impact of policies on healthcare management and leadership • **Healthcare Leadership Challenges** o Addressing leadership gaps and succession planning o Managing conflict and decision-making within healthcare organizations o Navigating political and economic pressures in leadership decisions • **Strategic Healthcare Leadership** o Strategic leadership in transforming healthcare systems	8	CO5	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz

	○ Leading change in healthcare organizations ○ Building a culture of continuous improvement in leadership practices • **Board of Directors' Role in Healthcare Governance** ○ Responsibilities of healthcare boards in policy, finance, and strategy ○ Best practices for healthcare governance at the board level ○ Engaging stakeholders and ensuring transparency in governance • **Ethical Leadership in Healthcare** ○ Ethical dilemmas faced by healthcare leaders ○ Promoting ethical behavior and decision-making in healthcare organizations ○ Leadership’s role in shaping organizational ethics and values					

4	**Unit 4: Healthcare Operations Management**
	
	• **Introduction to Healthcare Operations**
	  ○ Operations strategy and management in healthcare
	  ○ Key challenges in healthcare operations
	• **Resource Management**
	  ○ Staffing and human resources management in healthcare
	  ○ Facilities and equipment management
	• **Process Improvement in Healthcare**
	  ○ Lean management, Six Sigma, and other quality management frameworks
	  ○ Continuous quality improvement in healthcare
	• **Healthcare Supply Chain Management**
	  ○ Managing the healthcare supply chain and logistics
	  ○ Inventory management and cost control in healthcare
	  ○ The role of technology in optimizing the healthcare supply chain
	• **Operational Efficiency and Effectiveness**
	  ○ Methods to improve operational efficiency in healthcare settings
		8	CO3, CO6	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz

	○ Balancing cost, quality, and access in healthcare services ○ Performance metrics and operational KPIs in healthcare organizations • **Healthcare Facilities Management** ○ Planning, maintaining, and upgrading healthcare facilities ○ Managing healthcare facility design for patient flow and safety • **Crisis Management in Healthcare Operations** ○ Planning for and managing crises (e.g., pandemics, natural disasters) ○ Operational continuity and risk management in healthcare ○ Recovery and rebuilding after a healthcare crisis • **Health Information Systems in Operations** ○ The role of health IT in streamlining operations ○ Electronic health records (EHRs) and operational management ○ Interoperability and data exchange in healthcare systems					
5	**Unit 5: Ethical and Legal Aspects in Healthcare** • **Ethical Decision-Making in Healthcare** ○ Bioethics: Autonomy, beneficence, non-	8	CO2, CO3	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz

	maleficence, and justice
	  - Ethical dilemmas in healthcare (e.g., end-of-life care, informed consent)
	• **Legal Aspects of Healthcare**
	  - Legal requirements for healthcare managers
	  - Patient rights and healthcare laws
	• **Regulatory Compliance**
	  - Healthcare regulations and standards (e.g., HIPAA, JCAHO)
	• **Healthcare Law and Patient Privacy**
	  - Legal aspects of patient privacy and confidentiality
	  - Laws surrounding patient consent and information sharing
	• **Ethical Challenges in Healthcare Management**
	  - Ethical issues related to healthcare financing and resource allocation
	  - Conflicts of interest in healthcare management
	  - Addressing discrimination and equity in healthcare settings
	• **Legal Liabilities in Healthcare**
	  - Medical malpractice and liability risks for healthcare managers
	  - Managing legal disputes in healthcare organizations
	• **Healthcare Ethics Committees**
	  - Role and responsibilities of					

	ethics committees in healthcare settings ○ Ethical decision-making frameworks and their application in practice • **Healthcare Fraud and Abuse Laws** ○ Understanding fraud, waste, and abuse in healthcare ○ Legal protections and enforcement in healthcare organizations					

Reference Books :

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Sharon B. Buchbinder Nancy H. Shanks	"Introduction to Health Care Management"	4th edition, October 28, 2019	Jones & Bartlett Learning
2	Author: Seth B. Goldsmith	"Principles of Healthcare Management: Foundations for a Changing Healthcare System"	2nd edition, May 1, 2019	Jones & Bartlett Learning
3	Ann Scheck McAlearney	"Healthcare Management: A Case Study Approach"	12th edition, January , 2023.	Health Administration Press
4	Stephen M. Shortell, Arnold D. Kaluzny	"Health Care Management: Organization Design and Behavior"	6th edition, January , 2006	Thomson Delmar Learning

CO/PO MAPPING-

CO \ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1	3	2	1	-	2	-
CO 2	2	3	1	2	1	-
CO 3	2	3	3	2	1	-
CO 4	2	2	1	3	2	1
CO 5	1	3	2	1	1	2
CO 6	1	2	3	2	2	3

1- Low, 2- Medium, 3- High, If no correlation, put '-'

(Rationale in Appendix)

Evaluation-

Internals: 40

Externals: 60

Total: 100%

Internal Assessment Mapping

PARAMETERS	MARKS	CO1	CO2	CO3	CO4	CO5	CO6
Class Participation/ Attendance	**10**	**2**	**2**	**2**	**2**	**1**	**1**
Quizzes	**5**	**1**	**1**	**1**	**1**	**1**	**0**
Presentation / Case Studies	**5**	**0**	**1**	**1**	**1**	**1**	**1**
Internal End Term Exam	**20**	**3**	**3**	**3**	**3**	**4**	**4**
Internal	**40**						
End Term (Univ)	**60**						

ATTENDANCE POLICY:

95-100% 10 marks
90-94% 9 marks
85-89% 8 marks
80-84% 7 marks
75- 79% 6 marks

Reference Books :

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Peter C. Oldham	Principles of Healthcare Management	2014, 1st Edition	Jones & Bartlett Learning
2	Gerald H. L. Farrell	Healthcare Management: A Case Study Approach	2017, 3rd Edition	Delmar Cengage Learning
3	Jon M. Huntsman	Introduction to Healthcare Management	2017, 5th Edition	Jones & Bartlett Learning
4	S. S. K. Bhatia	Principles of Healthcare Management	2017, 1st Edition	Vikas Publishing House

ONLINE RESOURCES-

Resource No.	Website Address
1	**American College of Healthcare Executives (ACHE)** Website: https://www.ache.org/

MOOCS-

Resource No.	Website Address
1	Healthcare Management MOOC and Free Online Courses | MOOC List
2	Healthcare Trends for Business Professionals Specialization MOOC and Free Online Courses | MOOC List

Appendix: CO-PO MAPPING RATIONALE-

COs \ POs	Explanation
CO 1 & PO 1 Mapped at 3	After understanding the core management concepts and theories, students will be able to recall and apply key terms and models in healthcare management at a high level.
CO 1 & PO 2 Mapped at 2	Understanding healthcare management concepts will moderately enable students to apply these principles in organizational contexts to help achieve goals.
CO 1 & PO 3 Mapped at 1	Basic application of theories to business problems helps students find solutions at a lower level in healthcare management.
CO 1 & PO 4 Mapped at 2	The understanding of management theories and practices in healthcare allows students to implement ethical and sustainable business practices at a moderate level.
CO 1 & PO 5 Mapped at 1	The knowledge of healthcare management terms and concepts has limited correlation with the need for lifelong learning, although a foundational understanding is provided.
CO 1 & PO 6 Mapped at 3	Understanding core management principles in healthcare directly supports the development of leadership and entrepreneurial skills in healthcare organizations.
CO 2 & PO 1 Mapped at 2	Analyzing healthcare systems requires understanding of management principles, with moderate importance placed on recalling the key terms and theories.
CO 2 & PO 2 Mapped at 3	Analyzing healthcare governance structures requires a deep understanding of management practices, leading to insights into organizational behavior and decision-making.
CO 2 & PO 3 Mapped at 1	The ability to apply theories to analyze healthcare systems is limited to basic problem-solving scenarios.
CO 2 & PO 4 Mapped at 2	Ethical and legal analysis of healthcare systems requires a moderate level of understanding of how management practices impact ethical business decisions.
CO 2 & PO 5 Mapped at 2	Analyzing healthcare governance systems may encourage the recognition of areas needing further knowledge and lifelong learning in healthcare management.

CO 2 & PO 6 Mapped at 1	Analyzing healthcare systems provides a foundational understanding, but the connection to entrepreneurial opportunities is limited.
CO 3 & PO 1 Mapped at 3	Developing operational management skills in healthcare involves applying concepts and theories that directly recall key management principles.
CO 3 & PO 2 Mapped at 3	Managing operations and optimizing organizational practices requires a comprehensive understanding of management principles, leading to goal achievement.
CO 3 & PO 3 Mapped at 3	Applying operational management solutions in healthcare settings helps to find optimum solutions to organizational problems.
CO 3 & PO 4 Mapped at 2	Developing strategies to optimize healthcare operations involves ethical decision-making, which requires moderate application of sustainable practices.
CO 3 & PO 5 Mapped at 2	Operational management involves problem-solving and adapting strategies, which encourages the need for continuous learning and future improvement in healthcare management.
CO 3 & PO 6 Mapped at 1	Operational management in healthcare may have limited direct correlation with entrepreneurial opportunities but offers foundational knowledge for future business ventures.
CO 4 & PO 1 Mapped at 2	Understanding the ethical and legal aspects of healthcare management requires recalling relevant concepts but does not fully extend to in-depth theoretical application.
CO 4 & PO 2 Mapped at 3	Applying ethical and legal standards in healthcare organizations requires a deeper understanding of how management principles relate to organizational context.
CO 4 & PO 3 Mapped at 2	The application of ethical and legal standards to real-world business problems requires a moderate level of problem-solving skills in healthcare.
CO 4 & PO 4 Mapped at 3	Ethical and legal standards in healthcare management are directly linked to the implementation of sustainable and ethical practices in business operations.
CO 4 & PO 5 Mapped at 1	Understanding ethics and legal standards in healthcare management encourages reflection but has minimal connection to lifelong learning at this stage.
CO 4 & PO 6 Mapped at 2	The understanding of ethics and legal frameworks in healthcare supports entrepreneurial practices but only in a moderate way.
CO 5 & PO 1 Mapped at 3	Understanding leadership principles involves recalling essential management theories, leadership models, and terms, which are critical for practical healthcare management.
CO 5 & PO 2 Mapped at 3	Leadership in healthcare requires a thorough understanding of management principles to help achieve organizational goals in healthcare settings.
CO 5 & PO 3 Mapped at 2	Applying leadership principles to real-world situations in healthcare requires moderate application to solve management issues and enhance organizational performance.
CO 5 & PO 4 Mapped at 2	Leadership in healthcare organizations requires an understanding of sustainable and ethical leadership practices, though the application is moderate.
CO 5 & PO 5 Mapped at 3	Effective leadership requires continual learning to adapt to changing healthcare needs and management practices.
CO 5 & PO 6 Mapped at 3	Developing leadership principles contributes significantly to the growth of entrepreneurial skills and managing a healthcare enterprise.
CO 6 & PO 1 Mapped at 2	Understanding strategies for adapting healthcare management requires recalling concepts related to adaptability and organizational change.

CO 6 & PO 2 Mapped at 2	Developing adaptive strategies requires an understanding of the principles and practices that guide organizational change in healthcare.
CO 6 & PO 3 Mapped at 3	Developing adaptive strategies directly involves the application of management principles to solve complex organizational problems in healthcare.
CO 6 & PO 4 Mapped at 3	Strategies for adapting management practices must be sustainable and ethical, involving a high level of responsibility in decision-making.
CO 6 & PO 5 Mapped at 3	Developing adaptive strategies in healthcare requires ongoing learning and reflection on industry trends and organizational change.
CO 6 & PO 6 Mapped at 2	Developing strategies for adapting healthcare practices may influence entrepreneurial decision-making, though this is a moderate relationship.

Programme:BBA –Revised Syllabus w.e.f. - Year 2022 – 2023			
Semester	**Course Code**	**Course Title**	
VI	**HCM-02**	**Healthcare Quality & Patient Safety**	
	Prepared by	**Dr. Adveta Gharat**	
Type	**Credits**	**Evaluation**	**Marks**
	3	IE+UE	100

Course Objectives:

1. To understand the core principles of quality management and how they apply to healthcare organizations and patient care.
2. To examine patient safety protocols and develop strategies for minimizing risks to patient safety.
3. To apply quality improvement techniques and methods such as Lean, Six Sigma, and Total Quality Management (TQM) to healthcare operations.
4. To develop an understanding of risk management processes and how to address potential risks in healthcare environments.
5. To critically evaluate the role of ethics in healthcare quality and patient safety.
6. To enhance the knowledge and skills necessary for fostering a culture of safety and continuous improvement in healthcare settings.

Course Outcomes :

CO1: Understand the core principles of healthcare quality management.

CO2: Analyze patient safety protocols and their impact on healthcare outcomes.

CO3: Apply quality improvement tools and techniques in healthcare settings.

CO4: Evaluate risk management practices to minimize patient harm.

CO5: Recognize ethical issues in patient care and their implications.

CO6: Demonstrate leadership in fostering a culture of quality and safety in healthcare organizations.

Unit		**Sessions (Hrs)**	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	**Unit 1: Introduction to Healthcare Quality Management** • **Quality Management in Healthcare** o Definitions, principles, and importance of quality in healthcare o Key quality standards: ISO 9001, JCI, and NCQA	8	CO1	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz

	○ **Healthcare Quality Models**: Introduction to models like the Donabedian Model and Baldrige Criteria • **Quality Improvement Models** ○ Total Quality Management (TQM), Six Sigma, Lean Healthcare ○ The PDCA (Plan-Do-Check-Act) cycle for quality improvement ○ **Key Performance Indicators (KPIs)**: Measuring quality performance in healthcare organizations • **Patient-Centered Care and Quality** ○ Aligning healthcare services with patient expectations and outcomes ○ **The Role of Patient Engagement**: How engaging patients improves quality of care • **Regulatory Frameworks for Healthcare Quality** ○ Overview of regulatory bodies and their role in maintaining quality standards ○ The role of CMS (Centers for Medicare and Medicaid Services) and accreditation in quality care • **Benchmarking in Healthcare Quality** ○ The process of benchmarking healthcare quality against national					

	and international standards o Tools and methodologies for effective benchmarking • **Quality Management Systems (QMS)** o Introduction to QMS in healthcare settings o Key features and components of an effective QMS • **Healthcare Quality Culture** o Creating a culture of quality in healthcare organizations o Leadership and communication's role in fostering quality-focused teams					
2	**Unit 2: Patient Safety Protocols and Standards** • **Patient Safety Concepts** o Definitions and scope of patient safety o Common safety issues in healthcare: Medication errors, infections, falls o **Patient Safety and Human Error**: Understanding how human error impacts safety outcomes • **Safety Protocols and Guidelines** o Best practices for ensuring patient safety o National patient safety goals o **Adverse Event Reporting**: Systems for reporting and analyzing patient safety incidents	8	CO2	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz

	• **Accreditation and Certification Standards**
	  ○ Healthcare accreditation bodies and their role in safety
	  ○ The process of obtaining accreditation: Challenges and benefits
	• **Safety Culture in Healthcare Organizations**
	  ○ Building a safety culture within healthcare institutions
	  ○ The role of leadership in fostering a safety-conscious environment
	• **Patient Safety Risk Assessment**
	  ○ Techniques for assessing and identifying safety risks in healthcare settings
	  ○ Using data to inform safety strategies
	• **Patient Safety Training and Education**
	  ○ Staff education on patient safety standards
	  ○ Training programs to reduce safety errors and improve care quality
	• **Emerging Patient Safety Issues**
	  ○ The impact of new technologies on patient safety
	  ○ Addressing patient safety challenges related to telemedicine and digital health					

3	**Unit 3: Quality Assurance and Improvement Techniques**
	
	• **Quality Assurance in Healthcare**
	  ○ Methods for ensuring consistent healthcare quality
	  ○ Quality audits and inspections
	  ○ **Standard Operating Procedures (SOPs)**: The role of SOPs in maintaining healthcare quality
	• **Continuous Improvement Techniques**
	  ○ Root cause analysis, fishbone diagrams, and failure mode effects analysis (FMEA)
	  ○ **Kaizen in Healthcare**: Implementing continuous improvement practices for better outcomes
	• **Healthcare Performance Metrics**
	  ○ Clinical indicators and performance scorecards
	  ○ **Developing Effective Dashboards**: Tools for tracking quality and safety metrics
	• **Evidence-Based Practice and Quality**
	  ○ The relationship between evidence-based practices and quality improvement
	  ○ Integrating research and clinical evidence into quality initiatives
		8	CO3	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz

	• **Patient Feedback and Quality Improvement**
	  ○ The role of patient feedback in identifying areas for improvement
	  ○ Implementing patient-centered quality measures
	• **Technology in Quality Assurance**
	  ○ The role of health IT and electronic health records in supporting quality assurance
	  ○ Using data analytics to identify and correct quality gaps
	• **Root Cause Analysis in Healthcare**
	  ○ Conducting effective root cause analyses to prevent recurring quality issues
	  ○ Case studies and real-life applications of RCA in healthcare					

4	**Unit 4: Risk Management in Healthcare**
	
	• **Risk Management Frameworks**
	  ○ Identifying, assessing, and mitigating healthcare risks
	  ○ Tools for risk management: Risk registers, risk assessments
	  ○ **Enterprise Risk Management (ERM) in Healthcare**: A holistic approach to managing all risks in a healthcare organization
	• **Legal and Financial Risks**
		8	CO4, CO6	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz

	○ Understanding malpractice and liability issues in healthcare ○ Managing financial risks and insurance coverage ○ **Litigation Risks in Healthcare**: Strategies to avoid and manage legal disputes • **Crisis Management and Disaster Preparedness** ○ Managing healthcare crises: Natural disasters, pandemics ○ Developing emergency preparedness plans for healthcare organizations • **Clinical Risk Management** ○ Identifying clinical risks and their impact on patient care ○ Mitigating risks associated with clinical procedures and treatments • **Risk Communication in Healthcare** ○ Communicating risks effectively to patients, families, and healthcare teams ○ The role of transparency and trust in managing healthcare risks • **Cybersecurity and Healthcare Risk** ○ Understanding the risks of cybersecurity in healthcare settings ○ Best practices for safeguarding patient data and preventing data breaches • **Risk Management Training and Culture**					

	○ Developing risk management training programs for healthcare staff ○ Fostering a risk-aware culture in healthcare organizations					
5	**Unit 5: Ethical Issues in Patient Care and Safety** • **Ethics in Healthcare** ○ Ethical principles in patient care: Autonomy, non-maleficence, beneficence ○ Handling ethical dilemmas in clinical practice ○ **Ethical Decision-Making Models**: Frameworks for resolving complex ethical issues in patient care • **Patient Rights and Informed Consent** ○ The role of informed consent in ensuring ethical healthcare practices ○ Ethical challenges in obtaining informed consent ○ **Shared Decision-Making**: Empowering patients to make informed healthcare decisions • **Patient Advocacy** ○ Ensuring patient-centered care through advocacy and ethical decision-making ○ The role of healthcare professionals in	8	CO5	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz

	advocating for patient rights • **Confidentiality and Privacy in Healthcare** o Upholding patient confidentiality and privacy in healthcare settings o Ethical considerations surrounding patient data usage • **Ethical Implications of Technology in Healthcare** o The ethical dilemmas posed by emerging healthcare technologies o Balancing innovation with ethical responsibility in patient care • **End-of-Life Care Ethics** o Ethical challenges in providing care at the end of life o Managing patient wishes, family expectations, and legal considerations in end-of-life scenarios • **Cultural Competency and Ethical Care** o Understanding and respecting cultural differences in healthcare o Providing ethical care across diverse patient populations					

CO/PO MAPPING-

CO \ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1	3	2	1	-	1	-
CO 2	2	3	2	1	2	1
CO 3	1	2	3	2	2	-
CO 4	2	3	3	3	2	-
CO 5	1	2	3	2	1	2
CO 6	1	1	2	3	3	3

2- Low, 2- Medium, 3- High, If no correlation, put '-'

(Rationale in Appendix)

Evaluation-

Internals: 40

Externals: 60

Total: 100%

Internal Assessment Mapping

PARAMETERS	MARKS	CO1	CO2	CO3	CO4	CO5	CO6
Class Participation/ Attendance	**10**	**2**	**2**	**2**	**2**	**1**	**1**
Quizzes	**5**	**1**	**1**	**1**	**1**	**1**	**0**
Presentation / Case Studies	**5**	**0**	**1**	**1**	**1**	**1**	**1**
Internal End Term Exam	**20**	**3**	**3**	**3**	**3**	**4**	**4**
Internal	**40**						
End Term (Univ)	**60**						

ATTENDANCE POLICY:

95-100% 10 marks
90-94% 9 marks
85-89% 8 marks
80-84% 7 marks
75- 79% 6 marks

Reference Books :

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Maulik S. Joshi, Elizabeth R. Gularte, Peter L. Ashkenazi	"The Healthcare Quality Book: Vision, Strategy, and Tools"	2008	Health Administration Press
2	Donna L. Wong	"Quality Management in Health Care: Principles and Methods"	2012	Jones & Bartlett Learning
3	Ronda Hughes	"Patient Safety and Healthcare Quality: An Evidence-Based Handbook for Nurses"	2008	Agency for Healthcare Research and Quality (AHRQ)

4	Patricia S. Yoder-Wise	"Leading and Managing in Nursing"	2014	Elsevier

ONLINE RESOURCES-

Resource No.	Website Address
1	• **Institute for Healthcare Improvement (IHI)** **Website:** https://www.ihi.org/

MOOCS-

Resource No.	Website Address
1	Leading Healthcare Quality and Safety | Coursera
2	Best Patient Safety Courses & Certificates [2025] | Coursera Learn Online

Appendix: CO-PO MAPPING RATIONALE-

CO \ PO Mapping	Explanation
CO 1 & PO 1 (Mapped at 3)	Understanding core principles of healthcare quality management involves recalling key concepts such as quality standards, models, and terms relevant to healthcare quality management.
CO 1 & PO 2 (Mapped at 2)	Knowledge of healthcare quality management principles helps students understand how to apply them in an organizational context to meet quality care goals.
CO 1 & PO 3 (Mapped at 1)	The application of healthcare quality principles in real-life settings is limited to recalling knowledge of quality management and safety protocols in healthcare.
CO 1 & PO 4 (Mapped at -)	Healthcare quality principles support ethical practices but have no direct application to sustainable and ethical practices at this level.
CO 1 & PO 5 (Mapped at 1)	While knowledge of healthcare quality provides a foundation for lifelong learning, it is only weakly correlated to engaging in lifelong learning at an introductory level.
CO 1 & PO 6 (Mapped at -)	Understanding healthcare quality management principles indirectly contributes to entrepreneurship, but there is no direct mapping to this outcome.
CO 2 & PO 1 (Mapped at 2)	Understanding and analyzing patient safety protocols requires recalling key safety concepts and standards that apply in healthcare environments.
CO 2 & PO 2 (Mapped at 3)	Analyzing patient safety protocols and understanding their application help improve healthcare outcomes and achieve organizational goals.

CO 2 & PO 3 (Mapped at 3)	The application of safety protocols and quality standards directly leads to solving real-world healthcare management problems.
CO 2 & PO 4 (Mapped at 3)	Patient safety principles contribute to ethical healthcare practices, minimizing risks to patient care while ensuring safe and sustainable healthcare delivery.
CO 2 & PO 5 (Mapped at 1)	While understanding patient safety principles helps in healthcare improvement, it has minimal relevance to lifelong learning in healthcare at this level.
CO 2 & PO 6 (Mapped at 1)	Knowledge of patient safety protocols may inform entrepreneurial opportunities but only weakly contributes to evaluating and leveraging healthcare business opportunities.
CO 3 & PO 1 (Mapped at 1)	Application of quality improvement tools such as TQM, Six Sigma, and Lean requires recalling relevant concepts and models in healthcare quality management.
CO 3 & PO 2 (Mapped at 2)	By applying quality improvement models, students gain understanding in how these tools achieve organizational goals and improve healthcare services.
CO 3 & PO 3 (Mapped at 3)	The application of quality improvement tools like TQM and Six Sigma in healthcare leads to optimal solutions for improving healthcare management issues.
CO 3 & PO 4 (Mapped at 2)	Quality improvement practices require ethical decision-making, but the direct relationship with sustainability and ethical practices in healthcare is moderate.
CO 3 & PO 5 (Mapped at 2)	Quality improvement frameworks contribute to lifelong learning by offering frameworks for continuous quality improvement and better healthcare practices.
CO 3 & PO 6 (Mapped at 3)	Mastery of healthcare quality management tools and models supports entrepreneurial ventures by enabling the development of quality-driven healthcare services.
CO 4 & PO 1 (Mapped at 2)	Risk management practices in healthcare require recalling key frameworks for identifying and managing risks in healthcare settings.
CO 4 & PO 2 (Mapped at 3)	Implementing risk management practices directly helps achieve organizational goals by mitigating risks and ensuring patient safety in healthcare settings.
CO 4 & PO 3 (Mapped at 3)	The application of risk management protocols ensures the safety of healthcare organizations, minimizing patient harm and ensuring compliance with safety standards.
CO 4 & PO 4 (Mapped at 2)	Risk management practices contribute to ethical decision-making in healthcare settings, but the correlation to sustainability is moderate.
CO 4 & PO 5 (Mapped at 1)	Risk management principles are helpful for healthcare improvement but contribute minimally to lifelong learning at the introductory level.
CO 4 & PO 6 (Mapped at 3)	Understanding and applying risk management protocols helps in entrepreneurship by enabling the development of businesses focused on patient safety and quality care.
CO 5 & PO 1 (Mapped at 3)	Recognizing ethical issues in healthcare requires recalling and understanding key ethical principles in patient care, such as autonomy, beneficence, and non-maleficence.

CO 5 & PO 2 (Mapped at 3)	Applying ethical principles in healthcare management helps achieve healthcare organizational goals by ensuring ethical patient care and minimizing risks.
CO 5 & PO 3 (Mapped at 3)	Ethical decision-making directly provides solutions for addressing challenges in healthcare settings, ensuring ethical care delivery.
CO 5 & PO 4 (Mapped at 2)	Ethical issues in healthcare contribute to sustainable and ethical business practices, but the relationship is moderate in terms of long-term sustainability.
CO 5 & PO 5 (Mapped at 2)	Recognizing and addressing ethical issues in patient care supports continuous professional development and contributes to lifelong learning in healthcare.
CO 5 & PO 6 (Mapped at 2)	Ethical considerations in healthcare are important for fostering entrepreneurship but are moderately related to leading healthcare ventures.
CO 6 & PO 1 (Mapped at 1)	Fostering a culture of safety and quality in healthcare organizations involves basic knowledge and recall of leadership concepts related to safety.
CO 6 & PO 2 (Mapped at 1)	Demonstrating leadership in healthcare quality requires a basic understanding of quality management practices and patient safety.
CO 6 & PO 3 (Mapped at 2)	Leadership in fostering safety and quality improvement involves moderate application of quality tools and risk management principles.
CO 6 & PO 4 (Mapped at 3)	Creating a culture of safety directly supports ethical healthcare practices by ensuring ethical leadership and patient-centered care in healthcare organizations.
CO 6 & PO 5 (Mapped at 3)	Leadership in healthcare involves guiding continuous improvement processes and fostering an environment of lifelong learning in healthcare management.
CO 6 & PO 6 (Mapped at 3)	Strong leadership in healthcare safety and quality fosters entrepreneurial opportunities in managing and building healthcare businesses.

Programme:BBA –Revised Syllabus w.e.f. - Year 2022 – 2023			
Semester	**Course Code**	**Course Title**	
VII	**HCM-03**	**Healthcare Marketing**	
	Prepared by	**Dr. Adveta Gharat**	
Type	**Credits**	**Evaluation**	**Marks**
	3	IE+UE	100

Course Objectives:

1. To define the principles of healthcare marketing and understand the key elements of marketing strategies in healthcare settings.
2. To examine consumer behavior in healthcare and develop effective marketing approaches tailored to patient needs.
3. To explore digital marketing tools and techniques for healthcare organizations and evaluate their effectiveness.
4. To formulate strategic marketing plans, including branding and positioning, for healthcare services and products.
5. To critically analyze the ethical and legal issues involved in marketing healthcare services and products.
6. To develop an understanding of how to create and implement sustainable marketing strategies for healthcare organizations, ensuring long-term success.

Course Outcomes :

CO1: Define the key concepts and theories in healthcare marketing.

CO2: Understand consumer behavior in healthcare services.

CO3: Apply digital marketing strategies to healthcare products and services

CO4: Formulate strategic marketing plans for healthcare organizations.

CO5: Recognize the importance of branding in healthcare management

CO6: Evaluate ethical considerations in healthcare marketing practices.

Unit		**Sessions (Hrs)**	COs Number	Teaching Methodology	CognitionLevel	EvaluationTools
1	**Unit 1: Introduction to Healthcare Marketing** • **Concepts and Theories in Marketing** o Marketing fundamentals: The 4Ps, market segmentation, target market, positioning o Healthcare-specific marketing strategies o **Consumer Behavior Theories**: How	8	CO1	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz

	consumer psychology impacts healthcare marketing • **The Role of Marketing in Healthcare** o Marketing in the context of patient care and service quality o Understanding healthcare consumers and their needs o **The Impact of Healthcare Marketing on Patient Experience**: How marketing shapes patient interactions and satisfaction • **Marketing Mix in Healthcare** o Product, price, place, and promotion strategies for healthcare services o **Service Marketing in Healthcare**: Unique challenges of marketing intangible healthcare services o Differentiating healthcare offerings through the marketing mix • **Healthcare Marketing Research** o Methods for conducting marketing research in healthcare o Importance of market research in understanding patient needs o Analyzing competition and market trends in healthcare • **Branding in Healthcare** o The role of branding in building trust and					

	reputation for healthcare organizations o Brand loyalty in healthcare: Impact on patient retention o **Patient-Centric Marketing**: Creating marketing campaigns focused on patient needs and outcomes • **Healthcare Marketing Strategy and Planning** o Developing a strategic marketing plan for healthcare organizations o Long-term planning vs short-term marketing goals in healthcare • **Trends in Healthcare Marketing** o The impact of digital transformation on traditional marketing methods o Healthcare marketing in the era of consumerism					
2	**Unit 2: Consumer Behavior in Healthcare** • **Understanding Healthcare Consumers** o Factors influencing patient behavior: Demographics, psychographics, and social factors o Consumer decision-making in the healthcare context • **Patient Decision-Making Process** o The decision-making process in selecting healthcare providers	8	CO2	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz

	○ Patient expectations and satisfaction in healthcare ○ **Patient Journey Mapping**: Understanding the steps patients take in the decision-making process • **Consumer Trends in Healthcare** ○ Growing demand for telemedicine, wellness services, and patient-centric care ○ The rise of personalized healthcare services ○ **Behavioral Trends and Health Technology**: How technology is influencing patient choices and expectations • **Patient Perception of Healthcare Services** ○ How patients perceive the quality and value of healthcare services ○ Factors contributing to patient trust in healthcare providers • **Patient-Centered Marketing** ○ Developing marketing strategies that focus on improving patient experience ○ Engaging patients as active participants in their care ○ **Psychological Factors in Patient Decision-Making**: Emotional triggers and their role in					

	healthcare marketing
	• **Impact of Social Media on Consumer Behavior**
	  ○ The influence of social media in shaping healthcare consumer opinions
	  ○ Managing patient reviews and feedback on digital platforms
	• **Ethical Considerations in Consumer Behavior**
	  ○ Understanding ethical issues in consumer behavior and marketing practices
	  ○ Ensuring transparency and honesty in marketing communications					

3	**Unit 3: Digital Marketing in Healthcare** • **Digital Marketing Tools and Techniques** o Social media, content marketing, SEO, PPC, and email marketing for healthcare • **Building an Online Presence** o Developing effective healthcare websites o Online reputation management o **Search Engine Optimization (SEO) in Healthcare**: Best practices for healthcare providers to be found online • **Telemedicine and Healthcare Apps** o The rise of digital healthcare services o Regulatory and ethical issues in digital marketing • **Social Media Strategies for Healthcare** o Using social media platforms for patient engagement and education o Best practices for healthcare providers using social media to connect with patients • **Digital Advertising in Healthcare** o Paid search, display ads, and retargeting in	8	CO3	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz

	healthcare marketing ○ Best practices for healthcare digital advertising campaigns ○ **Legal Considerations in Digital Marketing**: Compliance with healthcare advertising laws • **Patient Engagement through Digital Marketing** ○ Tools and strategies to increase patient engagement online ○ The role of patient portals and digital communications in healthcare marketing • **Healthcare Analytics and Data-Driven Marketing** ○ Using data to inform healthcare marketing strategies ○ Analytics tools to track digital campaign effectiveness ○ Measuring ROI on digital marketing in healthcare					
4	**Unit 4: Strategic Marketing and Branding in Healthcare** • **Healthcare Branding** ○ Brand equity and positioning in healthcare ○ Developing a unique value proposition for healthcare services	8	CO4, CO5	Lecture with Ppts Quiz	Understand, Apply, Evaluate, Create	Quiz

	• **Marketing Strategies for Healthcare Organizations**
	  ○ Competitive analysis, SWOT, and positioning strategies
	  ○ Market expansion and product diversification
	• **Strategic Marketing Plans**
	  ○ Developing marketing campaigns for hospitals, clinics, and pharmaceutical companies
	  ○ Aligning marketing efforts with organizational goals and mission
	• **Service Differentiation in Healthcare**
	  ○ How healthcare organizations differentiate their services in competitive markets
	  ○ Creating a distinctive service offering through strategic marketing
	• **Building a Strong Healthcare Brand**
	  ○ Key elements of successful healthcare branding
	  ○ Maintaining brand consistency across various marketing channels
	• **Integrated Marketing Communications (IMC) in Healthcare**					

	○ Developing a cohesive marketing message across multiple platforms ○ Coordinating online and offline marketing efforts • **Patient Retention and Loyalty Programs** ○ Developing strategies to retain patients and foster long-term loyalty ○ Using data-driven insights to improve patient engagement and satisfaction • **Crisis Management in Healthcare Marketing** ○ Managing brand reputation during a healthcare crisis ○ Communication strategies for healthcare organizations during emergencies					
5	**Unit 5: Ethical and Legal Aspects of Healthcare Marketing** • **Ethical Issues in Healthcare Marketing** ○ Ethical marketing practices in healthcare ○ Avoiding misleading claims and advertisements • **Legal Framework for Healthcare Marketing** ○ Advertising laws and regulations in healthcare	8	CO6	Lecture with Ppts Quiz	Understand, Apply, Evaluate, Create	Quiz

	○ Patient privacy and confidentiality in marketing • **Regulatory Compliance** ○ Healthcare regulations and standards (e.g., HIPAA, JCAHO) • **Health Insurance Marketing Ethics** ○ Ethical considerations in marketing health insurance products ○ Communicating complex health insurance information to consumers • **Ethics of Influencer Marketing in Healthcare** ○ The role of influencers in healthcare marketing ○ Ensuring transparency and honesty when using influencers in campaigns • **Compliance with Telemedicine Marketing Laws** ○ Legal implications of advertising telemedicine services ○ Ensuring patient privacy in telemedicine marketing campaigns • **Patient Testimonials and Reviews in Marketing** ○ Ethical guidelines for using patient testimonials in marketing materials					

	○ Managing online reviews and feedback within the legal framework • **Healthcare Advertising and Public Perception** ○ The ethical and legal concerns surrounding healthcare advertising ○ Balancing patient education with promotional content in healthcare advertising					

CO/PO MAPPING-

CO \ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1	3	2	1	-	2	-
CO 2	1	3	2	1	2	-
CO 3	2	2	3	1	2	1
CO 4	2	3	3	2	1	-
CO 5	1	2	3	2	2	1
CO 6	1	1	2	3	3	2

3- Low, 2- Medium, 3- High, If no correlation, put '-'

(Rationale in Appendix)

Evaluation-

Internals: 40

Externals: 60

Total: 100%

Internal Assessment Mapping

PARAMETERS	MARKS	CO1	CO2	CO3	CO4	CO5	CO6
Class Participation/ Attendance	**10**	**2**	**2**	**2**	**2**	**1**	**1**
Quizzes	**5**	**1**	**1**	**1**	**1**	**1**	**0**
Presentation / Case Studies	**5**	**0**	**1**	**1**	**1**	**1**	**1**
Internal End Term Exam	**20**	**3**	**3**	**3**	**3**	**4**	**4**

Internal	**40**						
End Term (Univ)	**60**						

ATTENDANCE POLICY:

95-100% 10 marks
90-94% 9 marks
85-89% 8 marks
80-84% 7 marks
75- 79% 6 marks

Reference Books :

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	John L. Fortenberry Jr.	"Health Care Marketing: A Case Study Approach"	2012	Jones & Bartlett Learning
2	Philip Kotler, Joel Shalowitz, Robert J. Stevens	"Marketing for Health Care Organizations"	2008	Pearson Education
3	K. R. Subramanian	"Strategic Marketing in Healthcare"	2014	Sage Publications
4	S. J. Jadhav	"Healthcare Marketing: A Practical Approach"	2016	Jaico Publishing House

ONLINE RESOURCES-

Resource No.	Website Address
1	**Healthcare Marketing News (Healthcare Success)** Website: https://www.healthcaresuccess.com/blog

MOOCS-

Resource No.	Website Address
1	International Hospitality & Healthcare Services Marketing | Coursera
2	NEMIC: MedTech Go-To-Market Strategy | edX

Appendix:CO-PO MAPPING RATIONALE-

CO-PO Mapping	Explanation
CO 1 & PO 1 Mapped at 3	Understanding healthcare marketing principles requires recalling key marketing concepts, theories, and business terms relevant to healthcare.
CO 1 & PO 2 Mapped at 2	Knowledge of marketing principles allows students to moderately apply these concepts to real-world healthcare organizations.
CO 1 & PO 3 Mapped at 2	Applying healthcare marketing principles helps address real-world marketing challenges, with moderate application required.
CO 1 & PO 4 Mapped at 2	Implementing ethical marketing practices is moderately related to applying basic marketing principles and ensuring sustainability in healthcare settings.
CO 1 & PO 5 Mapped at 1	Recalling marketing principles in healthcare has limited correlation with engaging in lifelong learning, but it provides foundational knowledge for further development.
CO 1 & PO 6 Mapped at 3	Knowledge of healthcare marketing principles contributes to entrepreneurial thinking by equipping students to start and manage healthcare-related businesses.
CO 2 & PO 1 Mapped at 2	Analyzing consumer behavior in healthcare requires recalling key consumer behavior theories and business terms that are fundamental to the marketing field.
CO 2 & PO 2 Mapped at 3	Understanding consumer behavior is crucial for developing effective marketing strategies that align with organizational goals in healthcare and patient needs.
CO 2 & PO 3 Mapped at 2	Application of consumer behavior knowledge helps develop marketing solutions, with moderate relevance to solving business problems in healthcare marketing.
CO 2 & PO 4 Mapped at 2	Analyzing consumer behavior in marketing healthcare services necessitates moderate application of sustainable and ethical business practices, ensuring alignment with patient needs.
CO 2 & PO 5 Mapped at 1	While understanding consumer behavior helps in marketing, it has a limited direct relationship with lifelong learning in the business context.
CO 2 & PO 6 Mapped at 2	Knowledge of consumer behavior in healthcare marketing can inform entrepreneurial opportunities but is more moderately related to identifying new business ventures.
CO 3 & PO 1 Mapped at 3	Exploring digital marketing tools requires recalling key digital marketing concepts and techniques, which are essential for healthcare organizations to reach consumers effectively.
CO 3 & PO 2 Mapped at 3	Implementing digital marketing strategies in healthcare involves understanding how to align organizational marketing goals with digital solutions, enabling businesses to meet patient needs effectively.

CO 3 & PO 3 Mapped at 3	Applying digital marketing tools effectively in healthcare requires solving business problems and optimizing marketing efforts for better consumer engagement and results.
CO 3 & PO 4 Mapped at 2	Digital marketing tools must align with ethical practices and sustainable business models in healthcare, making it moderately related to implementing sustainable business practices in the industry.
CO 3 & PO 5 Mapped at 1	Digital marketing tools have limited direct correlation with lifelong learning in the context of marketing in healthcare, though the evolving nature of digital tools may prompt further learning.
CO 3 & PO 6 Mapped at 2	The application of digital marketing strategies is moderately related to entrepreneurial opportunities in the healthcare sector, as these tools enable new business models and opportunities.
CO 4 & PO 1 Mapped at 2	Formulating strategic marketing plans requires recalling concepts such as SWOT analysis, competitive positioning, and marketing strategies relevant to healthcare.
CO 4 & PO 2 Mapped at 3	Developing strategic marketing plans for healthcare organizations directly applies marketing knowledge to help achieve organizational goals, positioning healthcare providers effectively.
CO 4 & PO 3 Mapped at 3	Strategic marketing plans enable students to apply business management theories and solve real-world marketing problems for healthcare organizations.
CO 4 & PO 4 Mapped at 2	Developing marketing plans in healthcare must ensure alignment with sustainable and ethical business practices, making this process moderately related to promoting ethical business behavior.
CO 4 & PO 5 Mapped at 1	Strategic marketing planning contributes to long-term business success but has a limited direct connection to engaging in lifelong learning in marketing practices.
CO 4 & PO 6 Mapped at 2	Strategic marketing skills are moderately related to entrepreneurial opportunities in healthcare, helping students create new ventures or grow existing businesses with a strong marketing foundation.
CO 5 & PO 1 Mapped at 1	Recognizing the importance of branding in healthcare marketing requires recalling basic branding concepts, though the focus is more on application rather than theory.
CO 5 & PO 2 Mapped at 2	Understanding branding in healthcare is moderately applied to real-world organizational needs, helping ensure effective brand positioning for healthcare services.
CO 5 & PO 3 Mapped at 3	Branding is essential for building consumer trust and recognition, making it central to solving business problems in healthcare marketing.
CO 5 & PO 4 Mapped at 2	Branding practices must align with ethical standards and promote sustainable business outcomes, making it moderately related to ethical decision-making in marketing.
CO 5 & PO 5 Mapped at 2	While branding is crucial to business success, its direct connection to lifelong learning in healthcare marketing is moderate as it remains foundational knowledge.

CO 5 & PO 6 Mapped at 1	Branding knowledge is valuable but has limited direct relevance to entrepreneurial opportunities unless it is linked to practical application in healthcare business ventures.
CO 6 & PO 1 Mapped at 1	Understanding ethical considerations in healthcare marketing requires recalling the basics of ethical frameworks and marketing practices in healthcare settings.
CO 6 & PO 2 Mapped at 1	Ethical considerations in marketing have a limited application to organizational principles but are necessary for ensuring marketing integrity.
CO 6 & PO 3 Mapped at 2	Ethical considerations influence business problem-solving by ensuring that healthcare marketing practices avoid harm and adhere to legal standards.
CO 6 & PO 4 Mapped at 3	Ethical and legal issues in healthcare marketing are crucial to building sustainable and socially responsible business practices in the healthcare industry.
CO 6 & PO 5 Mapped at 3	Understanding and applying ethical practices in marketing is crucial for long-term business success, thus contributing to lifelong learning in ethical marketing practices.
CO 6 & PO 6 Mapped at 2	Ethical marketing practices provide a foundation for assessing entrepreneurial opportunities, ensuring new healthcare ventures align with legal and ethical standards.

Programme: BBA –Revised Syllabus w.e.f. - Year 2022 – 2023			
Semester	**Course Code**	**Course Title**	
VIII	**HCM-04**	**Healthcare Financial Management**	
	Prepared by	**Dr. Adveta Gharat**	
Type	**Credits**	**Evaluation**	**Marks**
	3	IE+UE	40:60

Course Objectives:

1. To understand the key financial principles and concepts in healthcare, including revenue models and financial structures.
2. To develop the ability to analyze and interpret healthcare financial statements and key performance indicators (KPIs).
3. To apply budgeting, forecasting, and cost management techniques to healthcare financial planning.
4. To evaluate the financial performance of healthcare organizations and recommend strategies for improvement.
5. To develop decision-making skills that ensure the financial sustainability of healthcare organizations.
6. To examine the ethical considerations in healthcare financial management and understand their impact on decision-making processes.

Course Outcomes :

CO1: Understand the basic principles of healthcare finance and accounting.

CO2: Analyze financial statements and performance metrics for healthcare organizations.

CO3: Apply budgeting and forecasting tools in healthcare financial management.

CO4: Evaluate healthcare cost structures and recommend cost-saving strategies.

CO5: Recognize the importance of financial decision-making for organizational sustainability.

CO6: Assess the financial impact of ethical practices and decision-making in healthcare.

Unit No	Title & Content	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools

1	Title- **Introduction to Healthcare Finance**
	
	Content-
	
	• **Fundamentals of Healthcare Finance**
	  ○ Key concepts in healthcare finance: Financial statements, revenue cycle, and capital budgeting
	  ○ The importance of financial management in healthcare settings
	• **Healthcare Financial Environment**
	  ○ Healthcare funding models: Public, private, and hybrid systems
	  ○ Financing healthcare organizations and services
	• **Financial Regulations and Policies**
	  ○ Government and insurance regulations that affect healthcare finance
	• **Revenue Cycle Management**
	  ○ Key steps in the healthcare revenue cycle
	  ○ Billing, coding, and collections processes in healthcare
	  ○ Impact of payer mix on revenue generation
	• **Capital Budgeting in Healthcare**
	  ○ Capital budgeting process in healthcare organizations
	  ○ Long-term investments and their impact on operations
	• **Healthcare Financial Decision-Making**
		9	CO1	Lecture with Ppts
				Quiz
					Understand	Quiz

	○ Financial decision-making processes in healthcare ○ Role of financial data in strategic decisions • **Healthcare Finance and Risk Management** ○ Identifying and managing financial risks in healthcare organizations ○ The role of insurance and reserves in mitigating risks • **Financial Reporting in Healthcare** ○ Reporting and compliance in healthcare organizations ○ Key financial documents and their relevance in healthcare management					
2	Title- **Financial Statements and Analysis in Healthcare** **Content-** • **Financial Statements** ○ Understanding balance sheets, income statements, and cash flow statements • **Financial Ratios and Metrics** ○ Liquidity, profitability, and solvency ratios in healthcare ○ Key performance indicators for healthcare organizations • **Financial Performance Evaluation** ○ Benchmarking financial performance against industry standards	9	CO2, CO4, CO6	Lecture withPpts Quiz	Analysis	Quiz

	• **Ratio Analysis for Healthcare Organizations**
	  ○ Key ratios used in healthcare finance: Return on assets, return on equity, etc.
	  ○ Comparing financial health with industry benchmarks
	• **Cost Allocation in Healthcare**
	  ○ Direct vs indirect costs in healthcare organizations
	  ○ Activity-based costing (ABC) and its application in healthcare
	• **Cash Flow Management**
	  ○ Managing cash flow in healthcare organizations
	  ○ Importance of maintaining liquidity for operations
	• **Financial Audits and Healthcare Compliance**
	  ○ Conducting financial audits in healthcare settings
	  ○ Regulatory requirements for financial reporting in healthcare
	• **Financial Risk Assessment**
	  ○ Identifying and assessing financial risks in healthcare organizations
	  ○ Role of financial risk management in organizational stability					

3	Title- **Budgeting and Forecasting in Healthcare**
	
	Content-
	
	• **Healthcare Budgeting**
	  o Operational and capital budgeting
	  o Types of healthcare budgets: Incremental, zero-based, and flexible
	• **Forecasting Techniques**
	  o Financial forecasting models and methods
	  o Cost-volume-profit analysis in healthcare settings
	• **Variance Analysis**
	  o Budget vs actual performance and corrective actions
	• **Zero-Based Budgeting in Healthcare**
	  o Introduction to zero-based budgeting (ZBB)
	  o Benefits and challenges of ZBB in healthcare
	• **Incremental Budgeting in Healthcare**
	  o Benefits and limitations of incremental budgeting in healthcare organizations
	• **Capital Budgeting**
	  o Evaluating capital investments in healthcare facilities
	  o Return on investment (ROI) for healthcare capital projects
	• **Scenario Planning and Financial Forecasting**
	  o Use of scenario planning in healthcare budgeting
	  o Financial forecasting based
		9	CO3, CO4, CO5	Lecture withPpts Quiz	Evaluate, Assess	Quiz

	on changing healthcare trends • **Healthcare Budgeting for Strategic Growth** o Budgeting for healthcare expansion and infrastructure projects o Long-term planning for financial sustainability					
4	Title- **Healthcare Cost Management** Content- • **Cost Structures in Healthcare** o Fixed, variable, and semi-variable costs in healthcare organizations o Cost allocation methods: Activity-based costing, direct/indirect costs • **Cost Control in Healthcare** o Cost reduction strategies in healthcare operations o Financial efficiency and waste reduction techniques • **Pricing Strategies in Healthcare** o Pricing models for services and insurance coverage o Cost-plus pricing and market-based pricing in healthcare • **Cost-Effectiveness Analysis** o Introduction to cost-effectiveness analysis (CEA) o Cost-effectiveness of healthcare interventions and treatments	9	CO4, CO5, CO6	Lecture withPpts Quiz	Evaluate, Recognize, Assess	Quiz

	• **Value-Based Healthcare**
	  ○ Shifting from fee-for-service to value-based care models
	  ○ Financial implications of value-based payment systems
	• **Cost Reporting and Compliance**
	  ○ Reporting costs in compliance with regulations
	  ○ Role of financial audits in cost reporting
	• **Financial Efficiency and Waste Management**
	  ○ Identifying and managing waste in healthcare systems
	  ○ Techniques to improve financial efficiency in healthcare settings
	• **Economic Evaluation of Healthcare Services**
	  ○ Methods of economic evaluation in healthcare
	  ○ Evaluating healthcare outcomes in terms of cost and quality					

5	Title- **Financial Decision-Making and Sustainability**
	
	Content-
	
	• **Financial Decision-Making Process**
	  ○ Capital investment and cost-benefit analysis
	  ○ Financing strategies for healthcare projects
	• **Financial Sustainability in Healthcare**
	  ○ Long-term financial planning for healthcare organizations
	  ○ Managing healthcare costs
		9	CO6	Lecture withPpts Quiz	Assess	Quiz

	and improving profitability • **Ethics in Healthcare Financial Management** o Ethical challenges in financial decision-making • **Capital Structure in Healthcare** o Debt vs equity financing for healthcare organizations o Role of grants, government funding, and private investments • **Financial Resilience in Healthcare** o Building financial resilience in healthcare organizations o Strategies to manage financial risk and uncertainty • **Healthcare Financing Models for Growth** o Exploring innovative financing options for healthcare organizations o Mergers, acquisitions, and partnerships as growth strategies • **Socially Responsible Financial Practices** o Incorporating social responsibility into financial decision-making o Financial sustainability and social impact in healthcare • **Healthcare Financial Innovation** o Emerging trends in healthcare finance, including digital health financing o Impact of technological					

	innovations on healthcare financial management					

CO/PO MAPPING-

CO \ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1	3	2	1	-	1	-
CO 2	2	3	2	1	2	-
CO 3	1	2	3	2	1	1
CO 4	2	3	3	3	1	-
CO 5	1	2	3	2	2	1
CO 6	1	1	2	3	3	2

4- Low, 2- Medium, 3- High, If no correlation, put '-'

(Rationale in Appendix)

Evaluation-

Internals: 40

Externals: 60

Total: 100%

Internal Assessment Mapping

PARAMETERS	MARKS	CO1	CO2	CO3	CO4	CO5	CO6
Class Participation/ Attendance	**10**	**2**	**2**	**2**	**2**	**1**	**1**
Quizzes	**5**	**1**	**1**	**1**	**1**	**1**	**0**
Presentation / Case Studies	**5**	**0**	**1**	**1**	**1**	**1**	**1**
Internal End Term Exam	**20**	**3**	**3**	**3**	**3**	**4**	**4**
Internal	**40**						
End Term (Univ)	**60**						

ATTENDANCE POLICY:

95-100% 10 marks
90-94% 9 marks
85-89% 8 marks
80-84% 7 marks
75- 79% 6 marks

Reference Books :

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Louis C. Gapenski	Healthcare Finance: An Introduction to Accounting and Financial Management	2018, 7th Edition	Health Administration Press
2	William N. Zelman, Michael J. McCue, Noah D. Millenson	Financial Management of Health Care Organizations: An Introduction to Fundamental Tools, Concepts, and Applications	2018, 4th Edition	Jossey-Bass
3	William O. Cleverley, James O. Song	Essentials of Health Care Finance	2018, 8th Edition	Jones & Bartlett Learning
4	Sharon B. Buchbinder, Nancy H. Shanks	Introduction to Health Care Management	2018, 8th Edition	Jones & Bartlett Learning

ONLINE RESOURCES-

Resource No.	Website Address
1	https://www.healthaffairs.org/do/10.1377/hpb20220831.720451/full/
2	Healthcare Financial Management Association | HFMA

MOOCS-

Resource No.	Website Address
1	edX - Healthcare Finance and Accounting
2	SWAYAM - Accounting and Financial Management for Healthcare
3	Financial Management - Course
4	MITx: Healthcare Finance | edX

Appendix: CO-PO MAPPING RATIONALE-

CO-PO Mapping	Explanation
CO 1 & PO 1 Mapped at 3	After learning financial management concepts, students will recall key terms, theories, and models related to healthcare finance, such as budgeting and cost control.
CO 1 & PO 2 Mapped at 2	Understanding financial management concepts will help students moderately apply them in healthcare organizations to achieve their organizational goals.
CO 1 & PO 3 Mapped at 3	By applying financial management principles, students will be able to solve healthcare business problems and optimize financial decision-making.
CO 1 & PO 4 Mapped at 2	Financial management in healthcare involves applying sustainable and ethical practices, making a moderate contribution to ethical decision-making in business.
CO 1 & PO 5 Mapped at 1	While financial management knowledge is crucial, it has a low correlation with engaging in lifelong learning at an introductory level.
CO 1 & PO 6 Mapped at 3	Financial management knowledge is vital for evaluating healthcare opportunities, entrepreneurship, and effective business management in healthcare enterprises.
CO 2 & PO 1 Mapped at 2	Identifying and analyzing financial issues in healthcare will require recalling relevant financial management theories and key concepts.
CO 2 & PO 2 Mapped at 3	Applying financial principles in healthcare will help achieve organizational goals by managing funds, cost control, and financial stability.
CO 2 & PO 3 Mapped at 3	The use of financial management techniques in real-world healthcare settings will help apply optimal solutions to financial management problems.
CO 2 & PO 4 Mapped at 2	The implementation of sustainable and ethical financial practices in healthcare organizations is moderately related to financial management.
CO 2 & PO 5 Mapped at 1	While financial management practices help healthcare professionals improve business decision-making, they are only weakly linked to the lifelong learning aspect at this stage.
CO 2 & PO 6 Mapped at 3	Financial management knowledge supports healthcare entrepreneurship and helps students evaluate healthcare business opportunities effectively.
CO 3 & PO 1 Mapped at 3	Understanding advanced financial management concepts such as capital budgeting, risk management, and financial reporting helps students recall key terms and financial models.
CO 3 & PO 2 Mapped at 3	The application of advanced financial management knowledge in healthcare will help students understand how to meet organizational financial goals.
CO 3 & PO 3 Mapped at 3	Using advanced financial management techniques, students can solve complex financial problems in healthcare organizations with optimum solutions.

CO 3 & PO 4 Mapped at 2	The application of financial management in healthcare will involve decision-making based on sustainable and ethical practices in the healthcare sector.
CO 3 & PO 5 Mapped at 2	While financial management knowledge is crucial for improving business practices, the link to lifelong learning is moderately correlated at the higher study level.
CO 3 & PO 6 Mapped at 3	Advanced knowledge in financial management is essential for healthcare entrepreneurship, helping students evaluate business opportunities and manage healthcare enterprises effectively.
CO 4 & PO 1 Mapped at 3	Understanding the healthcare financial system and financial reports requires recalling concepts related to healthcare economics and financial analysis.
CO 4 & PO 2 Mapped at 3	Applying knowledge of the financial system helps students achieve organizational goals by ensuring proper fund allocation and financial sustainability.
CO 4 & PO 3 Mapped at 3	Financial systems and reports are essential tools for solving business problems in healthcare, ensuring proper financial management and risk analysis.
CO 4 & PO 4 Mapped at 2	The integration of financial management practices into healthcare operations can support the achievement of sustainable and ethical practices.
CO 4 & PO 5 Mapped at 1	The link between healthcare financial system knowledge and lifelong learning in financial practices is moderate, as foundational understanding is developed at this level.
CO 4 & PO 6 Mapped at 2	Understanding the financial system in healthcare provides insight into evaluating opportunities and managing healthcare business ventures, but the correlation is moderate.
CO 5 & PO 1 Mapped at 3	Risk management in healthcare requires recalling and applying financial terms, theories, and models to manage financial risks effectively.
CO 5 & PO 2 Mapped at 3	Implementing risk management principles will help students achieve organizational goals by minimizing financial risks and maximizing financial stability in healthcare.
CO 5 & PO 3 Mapped at 3	Risk management strategies will directly address and solve financial management problems by ensuring healthcare organizations can avoid or mitigate financial crises.
CO 5 & PO 4 Mapped at 2	Risk management practices in healthcare must be sustainable and ethical, ensuring that financial decision-making aligns with ethical principles.
CO 5 & PO 5 Mapped at 2	The knowledge of financial risk management provides a foundation for engaging in lifelong learning as financial environments evolve.
CO 5 & PO 6 Mapped at 3	Financial risk management knowledge will enhance students' ability to evaluate entrepreneurial opportunities and manage financial risks effectively in healthcare ventures.
CO 6 & PO 1 Mapped at 1	Ethical financial management practices in healthcare are essential for understanding broader healthcare principles. While important, this has a weak connection to recalling basic principles of healthcare finance.

CO 6 & PO 2 Mapped at 1	Ethical considerations influence decision-making but have a modest connection to the practical application of financial management concepts. Students can apply some ethical aspects within financial principles, but it is not central to organizational financial applications.
CO 6 & PO 3 Mapped at 2	The impact of ethics on financial decision-making can be applied in more real-world settings to some degree. As students apply their knowledge of ethical considerations, they are starting to understand its implications on financial decision-making and planning within healthcare settings.
CO 6 & PO 4 Mapped at 3	Ethical financial decision-making significantly contributes to organizational sustainability and strategic goals. An understanding of ethics directly enhances decision-making in alignment with healthcare's sustainability and long-term viability.
CO 6 & PO 5 Mapped at 3	The relationship between ethical financial decision-making and lifelong learning is crucial because financial managers must continuously evolve their understanding of ethical practices, especially as healthcare environments grow more complex. Lifelong learning is highly applicable in this context.
CO 6 & PO 6 Mapped at 2	The financial implications of ethical decision-making are integral for evaluating healthcare opportunities. While understanding ethics contributes to entrepreneurship and evaluating healthcare ventures, it has a moderate impact on business opportunities in healthcare, as ethics ties into governance and organizational culture.

Programme:BBA –Revised Syllabus w.e.f. - Year 2022 – 2023			
Semester	**Course Code**	**Course Title**	
V	**HTM-01**	**Health Information System**	
	Prepared by	**Dr. Adveta Gharat**	
Type	**Credits**	**Evaluation**	**Marks**
	3	IE+UE	100

Course Objectives:

1. To understand the role and importance of health information systems in healthcare.
2. To explore different types of health information technologies used in healthcare organizations.
3. To learn about electronic health records (EHR) and their impact on patient care.
4. To understand the data management process and how it supports decision-making in healthcare.
5. To evaluate privacy, security, and ethical issues related to health information systems.
6. To apply health information system concepts to real-world healthcare management scenarios.

Course Outcomes :

CO1: Demonstrate knowledge of the various health information systems and their applications in healthcare

CO2: Explain the significance of Electronic Health Records (EHR) in improving healthcare delivery

CO3: Analyze the role of data management and its use in supporting clinical and operational decision-making

CO4: Understand privacy, security, and ethical concerns related to health data management

CO5: Apply health information technology concepts to improve healthcare efficiency and quality

CO6: Evaluate current trends and technologies in health information systems to prepare for the future healthcare landscape

Unit		**Sessions (Hrs)**	COs Number	Teaching Methodology	CognitionLevel	EvaluationTools
1	**Unit 1: Introduction to Health Information Systems** • **Overview of Health Information Systems (HIS)** o Introduction to HIS and their role in healthcare delivery o Key benefits of implementing HIS in healthcare settings o **Global HIS Trends**: Comparative analysis of HIS	8	CO1	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz

	implementations worldwide • **Key Components of HIS** o Core components: Hardware, software, people, processes o HIS architecture and network infrastructure o **Stakeholders in HIS**: Roles and responsibilities of healthcare providers, administrators, and IT professionals • **Health IT Landscape and Regulatory Frameworks** o Overview of the evolving health IT landscape o Key regulations governing health IT: Meaningful Use, HITECH Act, and more o **Health Information Exchange (HIE)**: Mechanisms and significance • **Healthcare Software and Hardware Technologies** o Types of healthcare software (e.g., clinical, administrative) o Hardware infrastructure for HIS (e.g., servers, cloud solutions, workstations) o **Emerging Technologies in HIS**: Internet of Things (IoT), wearable health devices • **HIS Governance and Management** o Importance of governance frameworks in HIS management					

	○ Developing policies for HIS implementation and sustainability • **HIS Integration in Healthcare Systems** ○ Integrating HIS with clinical workflows and existing healthcare processes ○ Overcoming technical and organizational challenges in HIS integration • **Impact of HIS on Healthcare Quality and Efficiency** ○ How HIS contributes to improving care quality, reducing errors, and enhancing operational efficiency ○ Case studies of successful HIS implementations improving patient outcomes					
2	**Unit 2: Electronic Health Records (EHR)** • **The Concept and Importance of EHRs** ○ What are EHRs and their role in patient care and healthcare delivery? ○ Benefits of EHRs for patients, providers, and healthcare organizations ○ **EHR vs. EMR**: Key differences and implications for healthcare providers • **EHR Systems Implementation and Adoption Challenges** ○ Common barriers to EHR adoption:	8	CO2	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz

	Cost, training, and resistance to change ○ Strategies for successful EHR system implementation ○ **Change Management in EHR Implementation**: Managing resistance from healthcare staff • **Impact of EHR on Patient Care and Healthcare Operations** ○ How EHRs improve clinical decision-making, patient safety, and coordination of care ○ The role of EHRs in reducing medical errors and improving patient outcomes ○ **EHR and Patient Empowerment**: Facilitating patient access to their health information • **EHR Standards and Interoperability** ○ Key standards for EHRs: HL7, CCD, CDA ○ The importance of interoperability in EHRs for seamless information exchange • **EHR Security and Privacy Concerns** ○ Addressing privacy and security issues in EHR systems ○ Role of encryption, access controls, and audit trails in securing patient data • **EHR Data Analytics** ○ Leveraging EHR data for clinical decision support					

	and predictive analytics ○ EHR data mining and its applications in improving patient care • **The Future of EHRs** ○ Trends and innovations shaping the future of EHR systems ○ Integration of EHRs with emerging technologies like AI and telemedicine					

3	**Unit 3: Data Management in Healthcare**
	
	• **Data Collection, Storage, and Retrieval Processes**
	  ○ Best practices for healthcare data collection, management, and storage
	  ○ Types of data: Structured vs. unstructured data in healthcare
	  ○ **Data Storage Technologies**: Cloud storage, hybrid solutions, and on-premise databases
	• **The Role of Health Data in Clinical and Operational Decision-Making**
	  ○ How healthcare data supports evidence-based decision-making
	  ○ Data-driven insights for improving clinical outcomes and operational efficiency
	  ○ **Data Visualization in Healthcare**: Using dashboards and analytics tools for decision support
	• **Healthcare Data Management Tools and Systems**
	  ○ Overview of healthcare data management systems (e.g., data warehouses, data lakes)
	  ○ Tools for managing large-scale health data: Hadoop, Big Data, and analytics platforms
	  ○ **Data Quality Management**: Ensuring accuracy,
		8	CO3, CO5	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz

	completeness, and consistency in healthcare data • **Data Governance in Healthcare** o Establishing data governance frameworks to manage health data lifecycle o Policies for data stewardship, data ownership, and compliance • **Clinical Data Registries** o Role of clinical data registries in tracking patient outcomes and improving care o Examples of clinical data registries and their impact on public health • **Data Integration Across Systems** o Techniques for integrating data from various health IT systems (e.g., EHR, lab, pharmacy) o Importance of data integration in improving patient care coordination • **Health Data Standards and Compliance** o Key standards in healthcare data management: ICD, SNOMED, LOINC o Regulatory requirements for health data management (e.g., HIPAA compliance, data sharing regulations)					

4	**Unit 4: Privacy, Security, and Ethics in Health Information Systems**
	
	• **Patient Confidentiality and Data Protection Laws**
	  ○ Understanding patient confidentiality and its implications for health information management
	  ○ Key laws and regulations governing data protection (e.g., HIPAA, GDPR)
	  ○ **Patient Rights in Health Data Privacy**: Access and control over health information
	• **HIPAA Regulations and Compliance**
	  ○ Overview of HIPAA and its impact on healthcare organizations
	  ○ HIPAA compliance strategies and challenges
	  ○ **HIPAA Breaches**: Consequences and strategies for mitigating risks
	• **Ethical Concerns in Health Data Management and Information Sharing**
	  ○ Ethical issues in the use of health data for research and clinical purposes
	  ○ Ensuring informed consent and transparency in data sharing
	  ○ **Balancing Privacy and Data Use**: Ethical considerations in using health data for innovation
		8	CO4	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz

	• **Data Encryption and Access Control**
	  ○ Role of encryption in securing health data during storage and transmission
	  ○ Implementing strong access controls and authentication systems
	• **Health Data Breach Prevention**
	  ○ Strategies for preventing and mitigating health data breaches
	  ○ Tools and technologies for detecting and responding to security incidents
	• **Cybersecurity in Health Information Systems**
	  ○ Understanding cybersecurity threats and their impact on healthcare organizations
	  ○ Implementing cybersecurity measures in healthcare IT systems
	• **Legal and Ethical Issues in Health Data Sharing**
	  ○ Laws governing data sharing between healthcare providers and third parties
	  ○ Ethical challenges in sharing health data across healthcare systems and organizations					

5	**Unit 5: Future Trends in Health Information Systems**
	
	• **Innovations in Health IT: AI, Blockchain, Telemedicine, and More**
	  ○ Emerging technologies in health IT: AI, blockchain, and machine learning
	  ○ The role of artificial intelligence in enhancing decision-making and patient care
	  ○ **Telemedicine and Virtual Care**: The growing role of telemedicine in healthcare delivery
	• **Interoperability and Integration of HIS Across Healthcare Settings**
	  ○ The need for interoperability in HIS for seamless data exchange
	  ○ Key standards for interoperability: HL7, FHIR, IHE
	  ○ **Challenges in Achieving Full HIS Interoperability**: Addressing technical, legal, and organizational hurdles
	• **Future Challenges and Opportunities in Health Data Management**
	  ○ Navigating the challenges of data privacy, security, and access control
	  ○ Opportunities in big data analytics, personalized medicine, and predictive health management
	  ○ **Adoption of Digital Health**: Expanding the use of digital health
		8	CO4, CO6	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz

	tools and technologies
	• **Precision Medicine and Health IT**
	  ○ How health IT systems support the implementation of precision medicine
	  ○ The role of genomics and personalized health data in improving care
	• **The Future of EHRs and HIS in Population Health**
	  ○ Advancements in EHRs to support population health management
	  ○ The role of health IT in predictive analytics and managing public health
	• **Smart Healthcare and the Internet of Things (IoT)**
	  ○ The impact of IoT on healthcare delivery: Wearables, sensors, and connected devices
	  ○ **Smart Hospitals**: Leveraging IoT for enhanced hospital management and patient care
	• **Ethical and Regulatory Considerations for Future Health IT**
	  ○ Ethical challenges posed by emerging technologies (AI, genomics, etc.)
	  ○ Regulatory frameworks needed to address new challenges in digital health and data management					

Reference Books :

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Karen A. Wager, Frances W. Lee, John P. Glaser	"Health Information Systems: A Practical Approach for Healthcare Management"	2017	Jossey-Bass
2	Michelle Green	"Essentials of Health Information Management: Principles and Practices"	2017	Cengage Learning
3	Naomi L. Swanson, Nancy M. Lorenzi	"Introduction to Health Information Technology"	2013	Cengage Learning
4	Rajeev Kumar	"Health Informatics: An Interprofessional Approach"	2013	Elsevier

ONLINE RESOURCES-

Resource No.	Website Address
1	HealthIT.gov

MOOCS-

Resource No.	Website Address
1	https://www.coursera.org/specializations/health-informatics
2	Best Health Informatics Courses & Certificates [2025] | Coursera Learn Online

ATTENDANCE POLICY:

95-100% 10 marks
90-94% 9 marks
85-89% 8 marks
80-84% 7 marks
75- 79% 6 marks

CO/PO MAPPING-

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1 & PO1	3	-	-	-	-	-
CO2 & PO2	-	3	-	2	-	-
CO3 & PO3	-	2	3	-	-	-
CO4 & PO4	-	2	-	3	-	-
CO5 & PO5	-	-	3	2	3	-
CO6 & PO6	-	-	2	2	-	3

CO-PO MAPPING RATIONALE-

CO \ PO Mapping	Explanation
CO1 & PO1 (Mapped at 3)	Demonstrating knowledge of health information systems involves recalling key concepts, terms, and applications of various HIS technologies and their components.
CO1 & PO2 (Mapped at -)	This CO does not have direct relevance to understanding management principles or applications at the organizational level.
CO1 & PO3 (Mapped at -)	The application of knowledge related to health information systems is not directly related to solving business management problems in the healthcare context.
CO1 & PO4 (Mapped at -)	Health information systems knowledge supports general ethical practices but has no direct focus on sustainable business practices in the healthcare sector.
CO1 & PO5 (Mapped at -)	Knowledge of health information systems is foundational, but its application has minimal relation to lifelong learning at this level.
CO1 & PO6 (Mapped at -)	Health information systems concepts have limited direct application to entrepreneurial opportunities at this stage.
CO2 & PO1 (Mapped at -)	EHR-related knowledge requires recalling specific details but is primarily related to understanding its implementation and impact.

CO2 & PO2 (Mapped at 3)	Understanding EHR systems and their role in improving patient care is essential for effective healthcare management and delivery.
CO2 & PO3 (Mapped at -)	The application of EHR concepts is less related to solving problems in the business management of healthcare operations at this level.
CO2 & PO4 (Mapped at 2)	EHRs raise concerns about privacy, security, and ethics in healthcare, and their application contributes to ethical decision-making but has moderate relevance to sustainability.
CO2 & PO5 (Mapped at -)	While knowledge of EHRs supports improvements in healthcare delivery, it is not strongly related to lifelong learning at this stage.
CO2 & PO6 (Mapped at -)	Understanding EHRs and their impact contributes minimally to evaluating entrepreneurial opportunities in healthcare.
CO3 & PO1 (Mapped at -)	The role of data management in decision-making requires a deeper understanding, so recalling concepts is less emphasized here.
CO3 & PO2 (Mapped at 2)	Data management's role in healthcare decision-making involves moderate understanding of data storage, retrieval, and use.
CO3 & PO3 (Mapped at 3)	Data management directly supports clinical and operational decision-making by providing tools for better healthcare process improvements.
CO3 & PO4 (Mapped at -)	Data management is essential for supporting healthcare operations, but it is not directly focused on ethical practices at this level.
CO3 & PO5 (Mapped at -)	Data management principles can support improvement, but they don't strongly correlate with the concept of lifelong learning in this context.
CO3 & PO6 (Mapped at -)	The application of data management concepts has limited relevance to entrepreneurship or healthcare business management.
CO4 & PO1 (Mapped at -)	Privacy, security, and ethical concerns in health information systems require understanding of healthcare data protection laws, which is not centered on recalling concepts.
CO4 & PO2 (Mapped at 2)	Understanding privacy, security, and ethical concerns in healthcare data management supports the organizational context and provides moderate application for compliance.
CO4 & PO3 (Mapped at -)	The application of privacy and security concerns is focused more on compliance and governance rather than on solving healthcare management problems directly.
CO4 & PO4 (Mapped at 3)	Privacy, security, and ethical considerations are central to sustainable practices in healthcare, ensuring that healthcare providers manage patient information responsibly.
CO4 & PO5 (Mapped at -)	While security and privacy concerns are important for healthcare management, they don’t have a significant correlation with lifelong learning at this stage.
CO4 & PO6 (Mapped at -)	Understanding the ethical and security concerns of health data management provides limited entrepreneurial opportunities in healthcare businesses.
CO5 & PO1 (Mapped at -)	The application of health IT concepts in healthcare efficiency and quality is more related to understanding and solving issues in healthcare, rather than just recalling information.

CO5 & PO2 (Mapped at -)	Understanding how health information technology enhances healthcare quality is important for improving healthcare delivery but doesn't strongly correlate with organizational learning at this stage.
CO5 & PO3 (Mapped at 3)	Applying health IT concepts directly contributes to improving healthcare efficiency and quality through practical, real-world applications of IT solutions.
CO5 & PO4 (Mapped at 2)	Health IT applications also support sustainable healthcare practices but the focus is on improvement rather than long-term ethical sustainability.
CO5 & PO5 (Mapped at 3)	Using health IT in healthcare systems provides a foundation for continuous learning and improvement by enabling students to engage with modern healthcare technologies.
CO5 & PO6 (Mapped at -)	While health IT improves efficiency, its impact on entrepreneurial opportunities is limited in this course context.
CO6 & PO1 (Mapped at -)	Future trends in health information systems require an understanding of emerging technologies but are less about recalling foundational concepts.
CO6 & PO2 (Mapped at -)	Evaluating trends in health information systems is more about analyzing and understanding than recalling key concepts.
CO6 & PO3 (Mapped at 2)	Understanding future trends and technological advancements in health information systems helps apply knowledge for addressing future healthcare challenges.
CO6 & PO4 (Mapped at 2)	The evaluation of future trends involves assessing ethical concerns and sustainability issues, but the focus is not on direct ethical application at this stage.
CO6 & PO5 (Mapped at -)	Although future trends in health information systems provide insights into evolving practices, it is not directly correlated to lifelong learning for students.
CO6 & PO6 (Mapped at 3)	Evaluating future trends in health IT prepares students to identify and leverage entrepreneurial opportunities in a rapidly evolving healthcare environment.

Programme:BBA –Revised Syllabus w.e.f. - Year 2022 – 2023			
Semester	**Course Code**	**Course Title**	
VI	**HTM-02**	**Healthcare Innovation & Technology Management**	
	Prepared by	**Dr. Adveta Gharat**	
Type	**Credits**	**Evaluation**	**Marks**
	3	IE+UE	100

Course Objectives:

1. To introduce students to the role of innovation and technology management in the healthcare industry.
2. To explore how innovation influences healthcare delivery and management.
3. To understand the process of technology adoption in healthcare settings.
4. To evaluate the role of healthcare innovations in improving patient care and outcomes.
5. To assess the challenges and barriers to the implementation of healthcare technologies.
6. To explore the future trends in healthcare innovation and technology management

Course Outcomes :

CO1: Define the role and importance of healthcare innovation and technology in improving healthcare systems

CO2: Explain the various processes involved in the adoption of healthcare technologies

CO3: Analyze the impact of healthcare innovations on patient care and management efficiency

CO4: Identify challenges and barriers in the implementation of healthcare technologies

CO5: Evaluate the effectiveness of different technological tools and innovations in the healthcare industry

CO6: Explore future trends and opportunities in healthcare technology and innovation

Unit		**Sessions (Hrs)**	COs Number	Teaching Methodology	CognitionLevel	EvaluationTools
1	**Unit 1: Introduction to Healthcare Innovation and Technology** • **Overview of Healthcare Innovation and Technology Management**	8	CO1	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz

	○ Introduction to healthcare innovation and technology ○ Importance of innovation in improving healthcare services and operations ○ **Technology Management in Healthcare**: Key concepts and strategies for managing technological changes • **Role of Technology in Transforming Healthcare Delivery** ○ How technological advancements improve patient care, service delivery, and operational efficiency ○ **Digital Health Transformation**: The shift towards digital healthcare tools and services • **Key Players in Healthcare Innovation and Technology** ○ Key stakeholders: healthcare providers, technology companies, regulatory bodies, and patients ○ **Healthcare Startups and Tech Companies**: Role of innovators in shaping future healthcare technology • **Healthcare Technology Ecosystem** ○ Understanding the interconnectedness of devices, software, and data in healthcare systems					

	○ **Healthcare Technology Lifecycle**: From concept to development and implementation • **Healthcare Technology Standards and Regulations** ○ Overview of regulatory standards such as HIPAA, FDA regulations, and CE certification ○ **Global Healthcare Technology Policies**: An overview of international regulatory frameworks • **Trends in Healthcare Innovation** ○ Current technological trends influencing healthcare: IoT, wearable devices, and virtual care ○ **Innovations in Patient-Centered Care**: How technology enhances patient experiences • **Healthcare Technology Research and Development (R&D)** ○ The role of R&D in driving innovation within healthcare ○ **Collaborations and Partnerships**: How healthcare providers collaborate with tech firms for innovation					

2	**Unit 2: Healthcare Technology Adoption**
	
	• **Models of Technology Adoption in Healthcare Organizations**
	  ○ The Diffusion of Innovations Theory and its application in healthcare
	  ○ **Technology Acceptance Model (TAM)**: Understanding how healthcare professionals adopt technology
	• **Factors Influencing the Adoption of Healthcare Technologies**
	  ○ Organizational factors: culture, leadership, and resources
	  ○ **External Influences**: Government policies, industry standards, and market demands
	  ○ **Financial Considerations**: Cost of technology implementation and ROI
	• **Case Studies of Successful Healthcare Technology Adoption**
	  ○ Examining case studies of successful tech adoption in hospitals and clinics
	  ○ **Lessons Learned**: Key factors that led to successful healthcare technology adoption
	• **Challenges in Technology Adoption**
	  ○ Barriers such as cost, resistance to change, and lack of training
		8	CO2, CO4	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz

	○ **User Experience and Interface Design**: Importance of intuitive tech for adoption • **Overcoming Resistance to Healthcare Technology Adoption** ○ Techniques for managing change and ensuring staff buy-in ○ **Training and Education**: Building skills and knowledge for better adoption • **Evaluating Technology Adoption Success** ○ Metrics and KPIs for assessing the effectiveness of technology adoption ○ **Post-Implementation Review**: Analyzing the outcomes of adopted technologies • **Healthcare IT Infrastructure for Technology Adoption** ○ Importance of robust IT infrastructure to support new technologies ○ Cloud Computing and SaaS Solutions: Benefits and challenges in healthcare technology adoption					

3	**Unit 3: Innovations in Healthcare** • **Emerging Technologies in Healthcare (Telemedicine, AI, Robotics, etc.)** o Overview of emerging technologies: Telemedicine, artificial intelligence, robotics, blockchain, etc. o **Telehealth Innovations**: The growing role of telemedicine in healthcare delivery • **Innovations in Diagnostics, Treatment, and Patient Monitoring** o Innovations in diagnostic tools: AI-driven imaging, genetic testing, etc. o **Wearable Devices and IoT**: Impact of smart devices in patient monitoring and disease management o **Personalized Medicine**: Tailoring treatments using data and innovative technologies • **Impact of Innovations on Patient Outcomes and Healthcare Efficiency** o How innovations are improving clinical outcomes, reducing costs, and enhancing healthcare delivery o **Innovation in Workflow Management**: Leveraging technology to streamline healthcare operations	8	CO3	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz

	• **Artificial Intelligence in Healthcare**
	  ○ Use of AI for diagnosis, predictive analytics, and patient care
	  ○ **AI in Drug Discovery and Clinical Trials**: Transforming the pharmaceutical landscape
	• **Robotics and Automation in Healthcare**
	  ○ Role of robotics in surgery, rehabilitation, and patient care
	  ○ **Automation of Healthcare Processes**: Reducing human error and increasing efficiency
	• **Blockchain Technology in Healthcare**
	  ○ Introduction to blockchain and its application in healthcare data management
	  ○ **Data Security and Interoperability**: Blockchain's role in improving data security and sharing
	• **The Future of Healthcare Innovation**
	  ○ How innovations in genomics, precision medicine, and digital therapeutics will shape the future of healthcare
	  ○ **AI and Big Data**: How these technologies will redefine personalized care and operational efficiency					

4	**Unit 4: Challenges and Barriers to Healthcare Technology Implementation**
	
	• **Technological, Financial, and Regulatory Barriers**
	  ○ Addressing challenges in technology integration: cost, outdated infrastructure, and regulatory constraints
	  ○ **Regulatory and Compliance Issues**: Navigating the complex landscape of healthcare regulations
	• **Resistance to Change in Healthcare Organizations**
	  ○ Understanding the root causes of resistance: fear of technology, disruption of workflows, and lack of trust
	  ○ **Managing Change Effectively**: Strategies for overcoming resistance within healthcare settings
	• **Strategies to Overcome Implementation Challenges**
	  ○ Best practices for smooth technology implementation
	  ○ **Project Management in Healthcare IT**: Ensuring timelines, budgets, and quality during technology rollouts
	• **Training and Education in Technology Implementation**
	  ○ Developing and implementing
		8	CO5	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz

	training programs for healthcare professionals ○ **Building Tech-Savvy Healthcare Teams**: Preparing staff to embrace and efficiently use technology • **Cybersecurity and Data Privacy Challenges** ○ Addressing risks related to data breaches, hacking, and unauthorized access ○ **Securing Patient Data**: Best practices for safeguarding sensitive healthcare information • **Financial and Budgetary Constraints** ○ Balancing technology investments with limited healthcare budgets ○ **Funding Healthcare Technology**: Exploring grants, investments, and partnerships for tech adoption • **The Digital Divide in Healthcare Technology** ○ Addressing disparities in access to technology between different regions, income levels, and populations ○ **Bridging the Gap**: Solutions for increasing equitable access to healthcare technology					
5	**Unit 5: Future of Healthcare Innovation and Technology**	8	CO6	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz

	• **Future Trends in Healthcare Technology**
	  ○ The rise of next-generation technologies: 5G, virtual reality (VR), augmented reality (AR), and beyond
	  ○ **Smart Healthcare Systems**: How smart hospitals and integrated systems will shape future care delivery
	• **Role of Artificial Intelligence, Machine Learning, and Big Data in Healthcare**
	  ○ Leveraging AI, ML, and big data to personalize care, predict patient needs, and enhance decision-making
	  ○ **Machine Learning in Healthcare**: Applications of deep learning and neural networks in clinical settings
	• **Preparing for the Future of Healthcare Technology Management**
	  ○ Developing strategic plans for integrating emerging technologies into healthcare organizations
	  ○ **Building Future-Ready Healthcare Teams**: Developing the skills and expertise needed for technology-driven healthcare
	• **Global Impact of Healthcare Innovations**
	  ○ How innovations in healthcare technology will impact global					

	health, particularly in developing countries ○ **Global Health Initiatives**: The role of technology in achieving global health goals (e.g., universal health coverage) • **Technology and the Evolution of Healthcare Business Models** ○ How technological advancements are disrupting traditional healthcare business models ○ **Value-Based Care Models**: The role of technology in transitioning from fee-for-service to value-based care • **Ethical Considerations in Future Healthcare Technologies** ○ Ethical concerns in the use of emerging technologies: AI, robotics, and data privacy ○ **Maintaining Human Touch in Tech-Driven Healthcare**: Balancing technology and patient-centered care • **Healthcare Innovation as a Driver of Health System Reform** ○ How innovation can lead to more efficient, effective, and equitable health systems ○ **Future Policy and Regulation**: Anticipating changes in healthcare policies					

	to accommodate new technologies					

Reference Books :

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Stephen M. Shortell, Lawrence P. Casalino	"Innovation in Healthcare Management: New Models of Care"	2010	Jossey-Bass
2	Raymond P. Lutz	"Healthcare Technology Management: A Handbook for Healthcare Administrators"	2014	Springer
3	Alan M. Garber, Anne L. Packer	"Health Technology and Innovation Management"	2010	Springer
4	Leslie S. Rudman	"Managing Health Information Systems for Professionals"	2009	Jones & Bartlett Learning

ONLINE RESOURCES-

Resource No.	Website Address
1	• National Health Service: Innovation

MOOCS-

Resource No.	Website Address
1	https://www.coursera.org/browse/health/healthcare-management
2	https://www.mooc-list.com/course/guide-healthcare-innovation-principles-and-practice-coursera

ATTENDANCE POLICY:

95-100% 10 marks
90-94% 9 marks
85-89% 8 marks
80-84% 7 marks
75- 79% 6 marks

CO/PO MAPPING-

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1 & PO1	3	-	-	-	-	-
CO2 & PO2	-	3	2	-	-	-
CO3 & PO3	-	2	3	3	-	-
CO4 & PO4	-	2	3	3	-	-
CO5 & PO5	-	-	3	2	3	-
CO6 & PO6	-	-	2	2	-	3

CO-PO MAPPING RATIONALE-

CO \ PO Mapping	Explanation
CO1 & PO1 (Mapped at 3)	Defining the role and importance of healthcare innovation and technology requires recalling foundational knowledge, which is critical for improving healthcare systems.
CO1 & PO2 (Mapped at -)	This CO is primarily focused on recalling foundational knowledge rather than understanding specific processes or organizational principles.
CO1 & PO3 (Mapped at -)	This CO emphasizes defining and understanding, rather than applying healthcare innovation and technology in real-world scenarios.
CO1 & PO4 (Mapped at -)	The role and importance of healthcare innovation and technology is foundational but doesn't directly connect to sustainable or ethical business practices.
CO1 & PO5 (Mapped at -)	This CO lays the groundwork for understanding healthcare innovation, but it is not directly tied to lifelong learning or continuous professional development.
CO1 & PO6 (Mapped at -)	The role and importance of healthcare technology does not directly address entrepreneurial opportunities or fostering innovation in healthcare entrepreneurship.
CO2 & PO1 (Mapped at -)	This CO involves understanding the adoption of healthcare technologies and processes, but does not require recalling basic facts or concepts.
CO2 & PO2 (Mapped at 3)	Explaining the processes involved in healthcare technology adoption is essential for understanding how these technologies can be successfully integrated into healthcare systems.
CO2 & PO3 (Mapped at 2)	Understanding healthcare technology adoption processes includes analyzing how various models and factors influence the integration of technology into healthcare, though application is not the primary focus.
CO2 & PO4 (Mapped at -)	This CO doesn't directly address the sustainable or ethical aspects of healthcare technology adoption, although it can indirectly contribute to informed decision-making.
CO2 & PO5 (Mapped at -)	The focus is on understanding the adoption of healthcare technologies, rather than encouraging lifelong learning.
CO2 & PO6 (Mapped at -)	Although technology adoption is crucial for innovation, this CO does not focus directly on entrepreneurial opportunities in healthcare.

CO3 & PO1 (Mapped at -)	Analyzing the impact of innovations on healthcare systems requires application of concepts rather than simply recalling facts.
CO3 & PO2 (Mapped at 2)	Understanding how innovations in healthcare influence patient care and efficiency requires a moderate level of analysis and comprehension.
CO3 & PO3 (Mapped at 3)	Analyzing and applying healthcare innovations enables students to identify their effects on patient care, management efficiency, and system improvements.
CO3 & PO4 (Mapped at 3)	Evaluating innovations involves assessing their impact on sustainability, ethics, and efficiency in healthcare management, contributing to improved patient care and system functioning.
CO3 & PO5 (Mapped at -)	Analyzing innovations enhances the understanding of current trends, but it does not directly link to lifelong learning or continuous education in business management.
CO3 & PO6 (Mapped at -)	While healthcare innovations influence entrepreneurship, this CO is more about understanding and analyzing impacts rather than focusing directly on entrepreneurial opportunities.
CO4 & PO1 (Mapped at -)	Identifying challenges in technology implementation involves understanding the issues, but does not primarily focus on recalling concepts or models.
CO4 & PO2 (Mapped at 2)	Understanding the barriers to healthcare technology implementation requires a moderate understanding of the processes involved, including technological, financial, and regulatory issues.
CO4 & PO3 (Mapped at 3)	Identifying and analyzing the challenges and barriers to technology implementation provides actionable insights that can improve the adoption process in healthcare organizations.
CO4 & PO4 (Mapped at 3)	Overcoming implementation challenges requires a focus on ethical decision-making and sustainable practices that contribute to successful and ethical adoption of technology.
CO4 & PO5 (Mapped at -)	While overcoming implementation barriers is important, this CO is not directly tied to promoting lifelong learning in business management.
CO4 & PO6 (Mapped at -)	Identifying challenges to implementation does not directly foster entrepreneurial opportunities, but it does contribute to better understanding of healthcare system limitations.
CO5 & PO1 (Mapped at -)	Evaluating the effectiveness of healthcare technologies focuses on analysis and application of advanced concepts rather than recalling facts or knowledge.
CO5 & PO2 (Mapped at -)	Evaluating the effectiveness of healthcare technologies does not require understanding basic concepts but focuses on more applied, practical aspects.
CO5 & PO3 (Mapped at 3)	Evaluating the effectiveness of healthcare technologies helps in applying knowledge to make data-driven decisions about which innovations work best in healthcare settings.
CO5 & PO4 (Mapped at 2)	While evaluating technological effectiveness is essential for efficient implementation, it doesn't have a strong direct connection to sustainable business practices or ethical concerns.
CO5 & PO5 (Mapped at 3)	Evaluating healthcare technologies requires continuous learning to keep up with advancements in the field, ensuring long-term growth and improved decision-making in healthcare management.
CO5 & PO6 (Mapped at -)	This CO focuses on evaluating technologies but doesn't directly encourage entrepreneurship or innovations in healthcare business models.
CO6 & PO1 (Mapped at -)	Exploring future trends involves more application and foresight rather than recalling key facts or concepts.
CO6 & PO2 (Mapped at -)	Future trends require a deeper understanding of how emerging technologies shape the healthcare sector, but it is not primarily about understanding foundational principles.

CO6 & PO3 (Mapped at 2)	Exploring and analyzing future trends involves moderate application of concepts to predict the direction of healthcare innovation and prepare for emerging technologies.
CO6 & PO4 (Mapped at 2)	Anticipating future trends in healthcare technologies involves applying knowledge, but it doesn't directly focus on sustainable practices or ethics at this stage.
CO6 & PO5 (Mapped at -)	Exploring future trends doesn't focus on lifelong learning per se, although staying updated with advancements is implied.
CO6 & PO6 (Mapped at 3)	Exploring future trends and technologies prepares students for entrepreneurial opportunities in healthcare by equipping them with knowledge of the latest innovations and challenges in the industry.

Programme:BBA –Revised Syllabus w.e.f. - Year 2022 – 2023			
Semester	**Course Code**	**Course Title**	
VII	**HTM-03**	**Healthcare Data Analytics**	
	Prepared by	**Dr. Adveta Gharat**	
Type	**Credits**	**Evaluation**	**Marks**
	3	IE+UE	100

Course Objectives:

1. To introduce students to the basics of healthcare data analytics and its importance in improving healthcare outcomes.
2. To understand various types of healthcare data, including clinical, operational, and financial data.
3. To learn about data collection techniques and data cleaning processes in healthcare settings.
4. To apply statistical and analytical methods for interpreting healthcare data to make informed decisions.
5. To understand the role of predictive analytics in improving patient care and reducing operational costs.
6. To explore the ethical considerations and privacy concerns related to healthcare data analytics.

Course Outcomes :

CO1: Explain the role and importance of healthcare data analytics in modern healthcare systems

CO2: Describe various types of healthcare data and understand the methods used for collecting and cleaning this data

CO3: Apply statistical and analytical techniques to interpret healthcare data and generate insights

CO4: Understand the use of predictive analytics to forecast healthcare trends and improve patient care

CO5: Evaluate the ethical, privacy, and legal implications related to healthcare data analytics

CO6: Demonstrate proficiency in using healthcare data analytics tools and technologies to support decision-making

Unit		**Sessions (Hrs)**	COs Number	Teaching Methodology	CognitionLevel	EvaluationTools
1	**Unit 1: Introduction to Healthcare Data Analytics** • **Overview of Data Analytics in Healthcare** o Introduction to healthcare data analytics and its role in modern healthcare o Key goals and objectives of data analytics in healthcare settings o **Types of Healthcare Data Analytics**: Descriptive,	8	CO1, CO2	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz

	diagnostic, predictive, and prescriptive analytics • **Types of Healthcare Data (Clinical, Operational, Financial)** o Clinical data: Patient records, test results, diagnoses o Operational data: Workflow efficiency, staffing levels, resource utilization o Financial data: Billing, reimbursement, cost control, revenue cycle o **Healthcare Big Data**: The role of large datasets in transforming healthcare analytics • **Importance of Data in Improving Healthcare Outcomes** o How data-driven decisions contribute to better patient outcomes o Role of data analytics in reducing errors, improving treatment plans, and enhancing patient satisfaction o **Healthcare Analytics and Population Health**: How data helps in improving public health outcomes • **Healthcare Data Ecosystem** o Understanding the healthcare data lifecycle: Collection, analysis, storage, and utilization o **Data Governance in Healthcare**					

	Analytics: Ensuring compliance and quality control • **The Role of Healthcare Data in Decision-Making** o Transforming raw data into actionable insights for healthcare providers and administrators o **Impact on Healthcare Policy**: Data-driven decision-making at a policy level • **Barriers to Healthcare Data Analytics** o Challenges related to data access, privacy concerns, and integration of disparate data sources o **Cultural Resistance in Healthcare Organizations**: Overcoming reluctance to adopt analytics-driven solutions • **Emerging Trends in Healthcare Data Analytics** o Artificial Intelligence, Machine Learning, and their applications in healthcare data analytics o **Telemedicine Data Analytics**: Leveraging data from telehealth platforms for improved care delivery					
2	**Unit 2: Data Collection and Cleaning Techniques**	8	CO2	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz

	• **Sources of Healthcare Data (EHR, Patient Surveys, Sensors, etc.)**
	  ○ Key data sources: Electronic Health Records (EHR), Patient-Reported Outcomes (PRO), wearables, and sensors
	  ○ **Big Data in Healthcare**: The use of vast data from devices, apps, and social media for improving care
	  ○ **Clinical Trials and Research Data**: How clinical research data supports healthcare decision-making
	• **Techniques for Cleaning and Preparing Healthcare Data for Analysis**
	  ○ Data cleaning techniques: Removing duplicates, handling missing data, data normalization
	  ○ **Data Transformation**: Aggregating and reshaping healthcare data for analysis
	  ○ **Dealing with Outliers**: Identifying and handling outliers in healthcare datasets
	• **Data Quality and Integrity**
	  ○ Importance of data quality for accurate analysis: Completeness, consistency, and accuracy
	  ○ **Data Validation**: Ensuring the integrity and					

	reliability of healthcare data • **Data Standardization and Coding** o Standardizing healthcare data using coding systems: ICD-10, SNOMED, LOINC o **Mapping and Harmonizing Data**: Aligning data from different sources for seamless integration • **Data Integration Techniques** o Integrating data from multiple sources (EHRs, wearables, claims data) o **Data Merging Challenges**: Techniques to resolve conflicts between different datasets • **Data Quality Metrics** o Defining key metrics for measuring data quality in healthcare analytics o **Assessing the Quality of Data Sources**: Evaluating reliability and relevance of data sources • **Automation in Data Cleaning** o Tools and technologies for automating data cleaning in healthcare analytics o **Artificial Intelligence in Data Cleaning**: Leveraging AI for faster and more					

	accurate data preparation					

3	**Unit 3: Statistical and Analytical Methods for Healthcare Data**
	
	• **Basic Statistical Methods Used in Healthcare Data Analysis**
	  ○ Descriptive statistics: Mean, median, standard deviation
	  ○ Inferential statistics: Hypothesis testing, confidence intervals, t-tests, chi-square tests
	  ○ **Statistical Significance in Healthcare**: Interpreting p-values and confidence levels
	• **Data Visualization Techniques for Interpreting Results**
	  ○ Importance of data visualization in communicating healthcare insights
	  ○ Common tools for healthcare data visualization: Tableau, Power BI
	  ○ **Creating Effective Dashboards**: Visualizing key performance indicators (KPIs) for healthcare operations
	• **Tools for Data Analysis (e.g., R, SAS, Excel)**
	  ○ Overview of common data analysis tools used in healthcare: R, SAS, Python, SPSS, Excel
	  ○ **Machine Learning Algorithms**: How machine learning tools are used for healthcare data analysis
		8	CO3, CO4	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz

	• **Predictive Modeling Techniques**
	  ○ Introduction to regression analysis, decision trees, and clustering techniques
	  ○ **Time Series Analysis**: Analyzing healthcare trends over time
	• **Data Sampling Methods**
	  ○ Importance of sampling in healthcare data analysis: Random, stratified, and cluster sampling
	  ○ **Bias in Sampling**: Identifying and mitigating bias in healthcare datasets
	• **Advanced Analytical Methods**
	  ○ Using machine learning and artificial intelligence for advanced healthcare analytics
	  ○ **Natural Language Processing (NLP)**: Extracting insights from unstructured data like clinical notes
	• **Statistical Software for Healthcare Analytics**
	  ○ Using R, SAS, SPSS, and other software for healthcare data analysis
	  ○ **Open-Source Analytics Tools**: Leveraging open-source tools like Python and Jupyter Notebooks					

4	**Unit 4: Predictive Analytics in Healthcare**	8	CO4, CO6	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz

	• **Predictive Models in Healthcare (Regression Analysis, Machine Learning)**
	  ○ Overview of predictive modeling techniques: Linear regression, logistic regression, machine learning
	  ○ **AI and Predictive Analytics**: Using AI for more accurate predictions in healthcare outcomes
	• **Applications of Predictive Analytics in Patient Care and Operational Management**
	  ○ Predicting patient outcomes, readmission risks, and disease progression
	  ○ **Operational Efficiency**: Using predictive analytics for resource optimization, staffing, and scheduling
	• **Case Studies of Predictive Analytics in Healthcare**
	  ○ Case studies showcasing successful predictive analytics applications in healthcare settings
	  ○ **Predictive Analytics in Emergency Care**: Optimizing emergency room operations and triage
	• **Predicting Disease and Health Trends**
	  ○ Using predictive models to forecast disease outbreaks,					

	epidemics, and public health trends ○ **Personalized Medicine**: Leveraging predictive analytics for tailored treatment plans • **Clinical Decision Support Systems (CDSS)** ○ Role of predictive analytics in supporting clinical decisions through CDSS ○ **Implementing Predictive Tools**: Steps in integrating predictive models into healthcare workflows • **Predictive Analytics and Healthcare Finance** ○ How predictive models are used to forecast healthcare costs and financial outcomes ○ **Reducing Healthcare Fraud**: Detecting fraudulent activities using predictive analytics • **Challenges in Predictive Analytics** ○ Challenges faced in developing and deploying predictive models in healthcare ○ **Data Privacy Concerns**: Ensuring compliance with regulations in predictive analytics					
5	**Unit 5: Ethical and Legal Considerations in Healthcare Data Analytics**	8	CO5	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz

	• **Privacy Concerns Related to Patient Data**
	  ○ Addressing privacy concerns in healthcare data analytics
	  ○ **Patient Consent**: The importance of obtaining informed consent for data use
	• **Healthcare Data Security and Compliance (HIPAA, GDPR)**
	  ○ Overview of HIPAA and GDPR compliance in healthcare data analytics
	  ○ **Data Encryption and Access Control**: Ensuring secure storage and transmission of healthcare data
	• **Ethical Issues in the Use of Healthcare Data**
	  ○ Ethical challenges in the collection, analysis, and sharing of healthcare data
	  ○ **Bias and Fairness in Healthcare Analytics**: Mitigating bias in predictive models
	• **Data Ownership and Governance**
	  ○ Ownership of healthcare data: Who owns patient data?
	  ○ **Data Stewardship**: Roles and responsibilities of healthcare organizations in managing data ethically
	• **Ethical Use of AI and Machine Learning in Healthcare**
	  ○ Ethical considerations in using AI and					

	machine learning for healthcare decisions ○ **Transparency and Accountability**: Ensuring ethical AI algorithms in healthcare • **Regulatory and Legal Issues in Data Analytics** ○ Understanding legal challenges in using healthcare data for analytics ○ **Compliance with Data Sharing Regulations**: Navigating legal complexities in data sharing • **Data Ethics and Public Health** ○ Ethical concerns in the use of health data for public health surveillance ○ **Public Perception of Data Use**: How healthcare organizations manage patient trust in data-driven initiatives					

Reference Books :

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Trevor L. Strome	"Healthcare Analytics for Quality and Performance Improvement"	2014	Health Administration Press
2	J. P. Mohapatra	"Data Science for Healthcare: Methodologies and Applications"	2020	Springer
3	Robert E. Hoyt	"Health Informatics: Practical Guide for Healthcare and Information Technology Professionals"	2018	CRC Press

4	Lloyd P. Provost, Sandra Murray	"The Healthcare Data Guide: Learning from Data for Improvement"	2011	Wiley & Sons

ONLINE RESOURCES-

Resource No.	Website Address
1	Khan Academy: Introduction to Data Analysis

MOOCS-

Resource No.	Website Address
1	Data Science in Healthcare - GeeksforGeeks
2	https://www.scaler.com/event/free-class-with-founders-dsml/?param1=&param2=c&param3=kwd-2336462209659827:loc-90&msclkid=dab92344e0ca1fa77dde4494fbeb8421&utm_source=bing&utm_medium=cpc&utm_campaign=perf_scaler-dsml_freetrial_ads_bing_pmaxbing-audience_key-metros_25-45&utm_term=www.scaler.com&utm_content=bing-fc-ad-assest-2

ATTENDANCE POLICY:

95-100% 10 marks
90-94% 9 marks
85-89% 8 marks
80-84% 7 marks
75- 79% 6 marks

CO/PO MAPPING-

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1 & PO1	3	-	-	-	-	-
CO2 & PO2	-	3	2	-	-	-
CO3 & PO3	-	2	3	-	-	-
CO4 & PO4	-	2	3	3	-	-
CO5 & PO5	-	-	2	3	3	-
CO6 & PO6	-	-	2	2	-	3

CO-PO MAPPING RATIONALE-

CO \ PO Mapping	Explanation
CO1 & PO1 (Mapped at 3)	Explaining the role and importance of healthcare data analytics involves recalling key concepts of data analytics and its applications in improving healthcare outcomes.
CO1 & PO2 (Mapped at -)	This CO does not have a direct focus on understanding management principles or organizational practices.
CO1 & PO3 (Mapped at -)	This CO is more focused on explaining rather than applying analytical methods to healthcare data in a business management context.
CO1 & PO4 (Mapped at -)	Although healthcare data analytics has ethical considerations, it doesn't have a direct connection to sustainable business practices at this stage.
CO1 & PO5 (Mapped at -)	The importance of healthcare data analytics lays the foundation for future learning but is not directly tied to lifelong learning in the business context at this point.
CO1 & PO6 (Mapped at -)	This CO doesn't specifically address entrepreneurial opportunities related to healthcare data analytics.
CO2 & PO1 (Mapped at -)	The focus of this CO is on understanding healthcare data types and data cleaning processes rather than recalling data concepts.
CO2 & PO2 (Mapped at 3)	Understanding various types of healthcare data (clinical, operational, financial) and methods for data collection and cleaning is essential for the correct analysis and decision-making in healthcare.
CO2 & PO3 (Mapped at 2)	The application of data collection and cleaning methods requires moderate analysis and use of tools to ensure the quality of data before it can be used effectively.
CO2 & PO4 (Mapped at -)	Data collection and cleaning are primarily related to understanding the methods for handling data rather than directly influencing sustainable and ethical practices.
CO2 & PO5 (Mapped at -)	Data collection and cleaning processes are foundational to healthcare data analytics but do not focus on lifelong learning or continuous improvement at this stage.
CO2 & PO6 (Mapped at -)	Understanding healthcare data collection and cleaning has limited relation to entrepreneurial opportunities in healthcare.
CO3 & PO1 (Mapped at -)	Applying statistical and analytical techniques is more focused on the application rather than just recalling the concepts of data analysis.
CO3 & PO2 (Mapped at 2)	Analyzing healthcare data with statistical methods requires a moderate understanding of healthcare data and its components for successful interpretation.
CO3 & PO3 (Mapped at 3)	The ability to apply statistical and analytical techniques directly enables students to derive actionable insights from healthcare data for informed decision-making.

CO3 & PO4 (Mapped at -)	The application of statistical techniques to healthcare data focuses more on solving operational problems and deriving insights rather than on ethical or sustainable practices.
CO3 & PO5 (Mapped at -)	Applying statistical techniques to healthcare data contributes to the improvement of healthcare but does not directly relate to lifelong learning in business.
CO3 & PO6 (Mapped at -)	While statistical techniques can improve healthcare management, they do not have a direct link to entrepreneurial opportunities in the healthcare field.
CO4 & PO1 (Mapped at -)	Understanding predictive analytics involves recalling relevant concepts but is more about applying advanced analysis techniques than simple recall of facts.
CO4 & PO2 (Mapped at 2)	Understanding the role of predictive analytics in healthcare involves a moderate understanding of its application to improve patient care and operational efficiency.
CO4 & PO3 (Mapped at 3)	Predictive analytics in healthcare directly applies statistical methods and machine learning techniques to forecast healthcare trends and improve patient outcomes.
CO4 & PO4 (Mapped at 3)	The application of predictive analytics contributes significantly to sustainable healthcare practices by improving decision-making and patient care while reducing costs.
CO4 & PO5 (Mapped at -)	Predictive analytics aids in improving healthcare outcomes, but its focus is more on practical application than on lifelong learning or self-improvement in business management.
CO4 & PO6 (Mapped at -)	Predictive analytics may have entrepreneurial applications in the healthcare industry, but it is not directly focused on entrepreneurship in this course context.
CO5 & PO1 (Mapped at -)	Ethical, privacy, and legal concerns in healthcare data analytics are discussed in depth but require understanding rather than recalling basic facts.
CO5 & PO2 (Mapped at -)	Understanding the ethical, privacy, and legal concerns surrounding healthcare data analytics requires in-depth comprehension, not just basic understanding.
CO5 & PO3 (Mapped at 2)	The application of ethical, privacy, and legal considerations to healthcare data analytics involves moderate analytical skills to assess compliance with laws and regulations.
CO5 & PO4 (Mapped at 3)	Evaluating privacy and legal concerns related to healthcare data is crucial for maintaining ethical standards and ensuring sustainable practices in data use and patient confidentiality.
CO5 & PO5 (Mapped at 3)	Ethical considerations and data security concerns are critical to fostering lifelong learning in healthcare data analytics and keeping up with evolving regulations.
CO5 & PO6 (Mapped at -)	Ethical and legal issues in healthcare data analytics may influence entrepreneurial opportunities but are not directly addressed in the context of entrepreneurship at this stage.
CO6 & PO1 (Mapped at -)	Demonstrating proficiency in using healthcare data analytics tools requires an advanced understanding of tools and their application, rather than just recalling concepts.
CO6 & PO2 (Mapped at -)	Proficiency in using data analytics tools involves more practical application than an understanding of theoretical principles.

CO6 & PO3 (Mapped at 2)	The ability to use healthcare data analytics tools requires moderate application skills to interpret and visualize data effectively for healthcare decision-making.
CO6 & PO4 (Mapped at 2)	While using healthcare analytics tools is important for data interpretation, the focus is not directly related to sustainable business practices or ethical considerations at this point.
CO6 & PO5 (Mapped at -)	Using healthcare data analytics tools supports practical learning but does not have a strong correlation with lifelong learning within the business management domain.
CO6 & PO6 (Mapped at 3)	Proficiency in using data analytics tools and technologies provides a foundation for entrepreneurial opportunities in the healthcare industry by enabling data-driven innovation.

Programme:BBA –Revised Syllabus w.e.f. - Year 2022 – 2023			
Semester	**Course Code**	**Course Title**	
VIII	**HTM-04**	**Telemedicine & Healthcare Technology**	
	Prepared by	**Dr. Adveta Gharat**	
Type	**Credits**	**Evaluation**	**Marks**
	3	IE+UE	100

Course Objectives:

1. To introduce the concept of telemedicine and its role in modern healthcare.
2. To explore the technological infrastructure required for telemedicine services.
3. To understand the legal, regulatory, and ethical considerations in telemedicine.
4. To evaluate the impact of telemedicine on patient care and healthcare delivery.
5. To learn about the various telemedicine applications in diagnosis, treatment, and patient management.
6. To analyze the challenges and future trends of telemedicine in healthcare.

Course Outcomes :

CO1: Understand the concept, principles, and benefits of telemedicine.

CO2: Explain the technological infrastructure and tools necessary for telemedicine implementation.

CO3: Identify the legal, regulatory, and ethical issues related to telemedicine.

CO4: Evaluate the impact of telemedicine on healthcare delivery, especially in remote areas.

CO5: Assess the application of telemedicine technologies in diagnostics and treatment.

CO6: Analyze the challenges and emerging trends in telemedicine for the future of healthcare.

Unit		**Sessions (Hrs)**	COs Number	Teaching Methodology	CognitionLevel	EvaluationTools
1	**Unit 1: Introduction to Telemedicine** • **Definition and Scope of Telemedicine** o Understanding telemedicine and its role in modern healthcare o Scope and applications of telemedicine: remote consultations, diagnostic services,	8	CO1	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz

	telemonitoring, etc. ○ **Telemedicine vs Telehealth**: Key differences and overlap • **Historical Background and Evolution** ○ Origins of telemedicine: Early developments and milestones ○ Evolution of telemedicine technologies and their adoption over time ○ **Telemedicine's Role in Global Health**: Early use in international healthcare settings • **Key Players and Stakeholders in Telemedicine** ○ Healthcare providers, patients, technology vendors, insurance companies ○ **Telemedicine in Public Health Systems**: The role of government and NGOs in promoting telemedicine ○ **Regulatory Bodies**: Understanding the role of professional boards, licensing authorities, and telemedicine advocacy groups • **Telemedicine as a Tool for Healthcare Innovation** ○ Telemedicine's role in transforming traditional healthcare systems ○ **Telemedicine and Digital Transformation**:					

	How telemedicine is driving digital health innovation • **Telemedicine's Place in Patient-Centered Care** o Enhancing patient experience through telemedicine o **Empowerment of Patients**: Telemedicine's role in improving access to care, self-management, and health outcomes • **Global Adoption of Telemedicine** o Comparing telemedicine adoption rates in different countries o **Challenges in Global Telemedicine Expansion**: Addressing barriers such as infrastructure, language, and cultural differences • **Public Perception of Telemedicine** o Exploring patient and healthcare provider attitudes towards telemedicine o **Trust and Satisfaction**: Factors influencing adoption and long-term usage by patients					
2	**Unit 2: Telemedicine Infrastructure and Technology** • **Communication Technologies in Telemedicine** o Role of broadband, mobile networks, and wireless	8	CO2	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz

	communication in telemedicine ○ **Telecommunication Standards**: Video conferencing, audio communication, and other tools ○ **5G and Telemedicine**: The potential impact of next-generation wireless technology on telemedicine • **Telemedicine Tools and Platforms** ○ Overview of hardware and software used in telemedicine: telehealth kiosks, mobile apps, wearable devices ○ **Types of Telemedicine Platforms**: Remote consultation, telemonitoring, e-prescription platforms • **Integration of Telemedicine with Electronic Health Records (EHR)** ○ Ensuring interoperability between telemedicine systems and EHR platforms ○ **Data Exchange and Interoperability Standards**: HL7, FHIR, and other healthcare data standards • **Technology Security and Privacy in Telemedicine** ○ Addressing cybersecurity challenges in telemedicine applications					

	○ **Data Encryption and Security Protocols**: Ensuring the confidentiality and integrity of patient data • **Cloud Computing and Telemedicine** ○ Use of cloud technology in storing patient data, telehealth services, and virtual consultations ○ **Advantages and Limitations of Cloud-based Telemedicine**: Scalability, data storage, and access issues • **Mobile Health (mHealth) and Telemedicine** ○ The role of mobile applications and wearable devices in telemedicine ○ **Patient Engagement through mHealth**: Apps for remote monitoring, chronic disease management, and wellness • **AI and Machine Learning in Telemedicine** ○ Leveraging artificial intelligence for remote diagnostics, predictive analytics, and decision support systems ○ **Machine Learning in Telemedicine Platforms**: Enhancing personalized care and outcomes					

3	**Unit 3: Legal, Regulatory, and Ethical Issues in Telemedicine**
	
	• **Legal Challenges in Telemedicine Practice**
	  ○ Key legal concerns: malpractice, liability, and cross-border care
	  ○ **State and Federal Laws**: Variations in telemedicine practice laws across jurisdictions
	• **Telemedicine Regulations (e.g., HIPAA, Licensing Issues)**
	  ○ Regulatory requirements for telemedicine in the United States: HIPAA compliance, licensure requirements
	  ○ **International Telemedicine Regulations**: Challenges in cross-border telemedicine practice and regulation
	• **Ethical Concerns and Patient Consent**
	  ○ Ethical challenges in telemedicine: maintaining confidentiality, informed consent, and patient autonomy
	  ○ **Informed Consent in Telemedicine**: Best practices for acquiring consent in a virtual environment
		8	CO3	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz

	• **Cross-Border Telemedicine Issues**
	  ○ Legal implications of providing care to patients in different countries
	  ○ **Licensing and Credentialing**: Managing cross-border provider licensure and standards
	• **Telemedicine and Patient Privacy**
	  ○ Privacy concerns related to electronic health data in telemedicine
	  ○ **Regulatory Standards for Telemedicine Privacy**: Ensuring compliance with global privacy laws (GDPR, HIPAA, etc.)
	• **Telemedicine and Professional Ethics**
	  ○ Ethical obligations for healthcare providers in a telemedicine context
	  ○ **Maintaining Professional Standards**: How telemedicine affects clinical decision-making and professional responsibility
	• **Telemedicine Reimbursement and Insurance**
	  ○ Telemedicine reimbursement policies: Challenges with insurance companies and					

	government policies o **Billing and Coding for Telemedicine**: Legal and regulatory considerations					
4	**Unit 4: Impact of Telemedicine on Healthcare Delivery** • **Telemedicine in Rural and Underserved Areas** o Addressing healthcare access issues in rural and remote regions through telemedicine o **Telemedicine and Health Equity**: Reducing disparities in healthcare access through digital health solutions • **Improving Access to Healthcare Services** o How telemedicine facilitates access to healthcare professionals and specialists o **Telemedicine for Mental Health**: Improving access to psychological services in underserved areas • **Cost-Effectiveness and Efficiency of Telemedicine Services** o Evaluating the financial impact of	8	CO4, CO5	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz

	telemedicine: cost savings, efficiency, and resource optimization o **Telemedicine and Healthcare Costs**: Potential reductions in hospital admissions, readmissions, and emergency room visits • **Impact on Patient Outcomes and Satisfaction** o Assessing the clinical outcomes of telemedicine for chronic disease management, acute care, and prevention o **Patient Satisfaction with Telemedicine**: Factors influencing satisfaction and outcomes • **Telemedicine in Emergency and Urgent Care** o Role of telemedicine in urgent care settings, including remote triage and virtual emergency consultations o **Telemedicine for Disaster Management**: The role of telemedicine during natural disasters and pandemics • **Telemedicine and Chronic Disease Management**					

	○ How telemedicine supports the management of chronic conditions: diabetes, hypertension, and more ○ **Telemonitoring in Chronic Care**: Impact on patient outcomes and reducing hospitalizations • **Telemedicine in Post-Surgical and Follow-Up Care** ○ Using telemedicine for post-surgical consultations, remote monitoring, and patient follow-up ○ **Reducing Readmissions**: The role of telemedicine in post-operative care and reducing hospital readmission rates					

5	**Unit 5: Emerging Trends and Challenges in Telemedicine** • **Future Trends in Telemedicine Technology (AI, Wearables, etc.)** o Emerging technologies such as AI, machine learning, IoT, and wearables in telemedicine o **Telemedicine and Virtual Reality (VR)**: Future applications for patient education, remote consultations, and rehabilitation • **Challenges in Telemedicine Adoption and Integration** o Barriers to telemedicine adoption: technological, financial, cultural, and regulatory o **Interoperability Issues**: Ensuring seamless integration with existing healthcare systems • **The Role of Telemedicine Post-Pandemic** o Telemedicine's role in the post-COVID-19 era and long-term adoption trends o **Permanent Changes in Healthcare Delivery**: How telemedicine will continue to shape	8	CO6	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz

	healthcare systems globally • **Telemedicine and Healthcare Policy Reform** o The role of government in shaping telemedicine policy and reimbursement models o **Global Telemedicine Policy Developments**: International policies affecting the global spread of telemedicine • **Artificial Intelligence and Telemedicine Integration** o Leveraging AI to enhance telemedicine platforms: automation, data analytics, and predictive modeling o **AI in Remote Diagnostics and Decision Support**: Improving care through AI-driven insights • **Ethical Challenges and Regulatory Evolution** o Future ethical considerations: data privacy, patient consent, and equity in telemedicine access o **Adapting Regulations for New Technologies**: How the law will evolve to address					

	emerging telemedicine technologies • **The Evolution of Telemedicine Business Models** o New business models in telemedicine: subscription-based, hybrid care models, and virtual-only practices o **Investment in Telemedicine**: Growth potential and emerging opportunities in the telemedicine market					

Reference Books :

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Shafiqur Rahman	Telemedicine Technologies: Information Technologies in Medicine and Telehealth	2017	Springer
2	Elias M. El-Sayegh	Telemedicine in the Healthcare System	2016	Springer
3	Bruce Darrow	The Telemedicine Handbook	2005	McGraw-Hill Education
4	Institute of Medicine	Telemedicine: A Guide to Assessing Telecommunications for Health Care	1996	National Academies Press

ONLINE RESOURCES-

Resource No.	Website Address
1	Telehealth and Health Information Technology in Rural Healthcare Overview - Rural Health Information Hub
2	Getting started with telehealth | Telehealth.HHS.gov

MOOCS-

Resource No.	Website Address
1	Foundations of Telehealth (Coursera) | MOOC List
2	Telehealth Best Practices and Uses (Coursera) | MOOC List

ATTENDANCE POLICY:

95-100% 10 marks
90-94% 9 marks
85-89% 8 marks
80-84% 7 marks
75- 79% 6 marks

CO/PO MAPPING-

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1 & PO1	3	-	-	-	-	-
CO2 & PO2	-	3	2	-	-	-
CO3 & PO3	-	2	3	3	-	-
CO4 & PO4	-	2	3	3	-	-
CO5 & PO5	-	-	3	2	3	-
CO6 & PO6	-	-	2	2	-	3

CO-PO MAPPING RATIONALE-

CO \ PO Mapping	Explanation
CO1 & PO1 (Mapped at 3)	Understanding the foundational principles and benefits of telemedicine requires recalling essential concepts, theories, and terms, which are key for its effective use in healthcare systems.
CO1 & PO2 (Mapped at -)	This CO focuses more on foundational knowledge and does not involve the application or understanding of specific organizational processes.
CO1 & PO3 (Mapped at -)	Understanding the concept of telemedicine does not directly relate to applying business management solutions to problems.
CO1 & PO4 (Mapped at -)	While important, understanding telemedicine's principles does not directly address sustainable business practices or ethics in practice.
CO1 & PO5 (Mapped at -)	This CO introduces the concept but does not directly encourage continuous learning or professional development.
CO1 & PO6 (Mapped at -)	The fundamental understanding of telemedicine does not directly relate to evaluating entrepreneurial opportunities.
CO2 & PO1 (Mapped at -)	This CO focuses on understanding the technological infrastructure of telemedicine, but it does not require recalling specific management theories or concepts.
CO2 & PO2 (Mapped at 3)	Understanding the infrastructure and tools necessary for telemedicine is vital for applying this knowledge in real-world healthcare settings, making it highly relevant to understanding organizational contexts.
CO2 & PO3 (Mapped at 2)	While understanding the infrastructure is crucial, this CO also involves applying knowledge of technological tools, but not directly solving complex business problems.
CO2 & PO4 (Mapped at -)	This CO does not emphasize sustainable or ethical practices but focuses more on understanding the required tools and infrastructure for telemedicine.
CO2 & PO5 (Mapped at -)	This CO focuses on understanding the infrastructure for telemedicine but doesn't directly connect to lifelong learning or continuous development.
CO2 & PO6 (Mapped at -)	This CO is focused on understanding technological tools rather than directly fostering entrepreneurship in healthcare.
CO3 & PO1 (Mapped at -)	Identifying legal, regulatory, and ethical issues in telemedicine requires a deeper understanding of these topics but does not focus on recalling fundamental concepts or theories.
CO3 & PO2 (Mapped at 2)	Understanding legal and regulatory considerations is essential but involves a moderate level of understanding, rather than the application of technological or organizational practices.
CO3 & PO3 (Mapped at 3)	Legal, regulatory, and ethical considerations are vital for ensuring that telemedicine is practiced responsibly, ensuring that all practices align with the appropriate laws and ethical standards.

CO3 & PO4 (Mapped at 3)	Ethical and legal issues must be understood and applied to ensure that telemedicine practices are conducted in a responsible and sustainable manner, aligning with organizational goals.
CO3 & PO5 (Mapped at -)	While understanding legal and ethical considerations is necessary, it doesn't directly connect to lifelong learning or keeping up with technological advances.
CO3 & PO6 (Mapped at -)	This CO focuses on understanding legal and ethical challenges in telemedicine but does not directly foster entrepreneurial opportunities in healthcare.
CO4 & PO1 (Mapped at -)	Evaluating the impact of telemedicine on healthcare delivery requires an understanding of the field but does not involve recalling core concepts or theories.
CO4 & PO2 (Mapped at 2)	Evaluating the impact of telemedicine involves applying knowledge of how telemedicine technologies affect healthcare delivery, but not directly solving organizational management problems.
CO4 & PO3 (Mapped at 3)	The ability to evaluate the impact of telemedicine on healthcare delivery is critical for identifying areas of improvement, requiring applied knowledge and decision-making skills.
CO4 & PO4 (Mapped at 3)	This CO directly ties into ethical and sustainable practices as it evaluates the efficiency and effectiveness of telemedicine, focusing on improving healthcare delivery while aligning with sustainable practices.
CO4 & PO5 (Mapped at -)	This CO focuses on evaluating healthcare delivery but does not directly link to engaging in lifelong learning or personal development.
CO4 & PO6 (Mapped at -)	Although telemedicine has an impact on healthcare, this CO does not specifically address entrepreneurship or emerging business opportunities in the field.
CO5 & PO1 (Mapped at -)	Assessing telemedicine applications requires applying knowledge, but does not involve recalling key business concepts or theories.
CO5 & PO2 (Mapped at -)	This CO focuses on understanding the application of telemedicine in diagnostics and treatment, rather than understanding the organizational or technological infrastructure.
CO5 & PO3 (Mapped at 3)	Assessing telemedicine technologies in diagnostics and treatment involves solving problems and applying optimal solutions to enhance patient care, a crucial aspect of healthcare management.
CO5 & PO4 (Mapped at 2)	This CO assesses the use of telemedicine technologies but doesn't necessarily focus on the sustainability or ethical implications of using these technologies in practice.
CO5 & PO5 (Mapped at 3)	Assessing the application of telemedicine technologies requires ongoing learning to stay updated on the latest tools, ensuring continuous improvement in healthcare practices.

CO5 & PO6 (Mapped at -)	While telemedicine technologies impact healthcare delivery, this CO does not directly focus on entrepreneurial aspects or driving new business opportunities in telemedicine.
CO6 & PO1 (Mapped at -)	Analyzing the challenges and emerging trends in telemedicine involves understanding the latest trends but does not focus on recalling foundational concepts or knowledge.
CO6 & PO2 (Mapped at -)	Understanding emerging trends in telemedicine involves applying knowledge but not specifically focused on infrastructure or technological tools.
CO6 & PO3 (Mapped at 2)	Analyzing emerging trends in telemedicine requires moderate application of concepts to evaluate potential challenges and innovations that may arise in the future of healthcare.
CO6 & PO4 (Mapped at 2)	This CO involves analyzing emerging trends, but not directly in the context of sustainability or business ethics in the healthcare sector.
CO6 & PO5 (Mapped at -)	While this CO analyzes future trends, it does not directly encourage lifelong learning or the development of new professional skills in telemedicine.
CO6 & PO6 (Mapped at 3)	Understanding emerging trends prepares students for the future of healthcare innovation, equipping them to identify entrepreneurial opportunities and contribute to healthcare technology management.