Babu Banarasi Das University Lucknow

SCHOOL OF MANAGEMENT

Course Curriculum

Bachelor of Business Administration

(As Per National Education Policy 2020)

[Effective from Academic Batch: 2026-27]

Programme Curriculum of Bachelor of Business Administration

Version Control

Version	6N.0
Effective from	1st July, 2026

BACHELOR OF BUSINESSADMINISTRATION (BBA)

INTRODUCTION

The BBA undergraduate degree should be either a three-year or four-year Programme with multiple entry and exit options within this period. The programme aims at providing inputs to the students relevant to the business, industry and trade so that they can function in different organizations and face the challenges arising there from. The Programme not only aims at providing knowledge and skills in different areas of management, but also provides inputs necessary for the overall development of the personality of the students.

The courses of the programme are divided into six categories namely **Discipline Specific Course - Core Courses (DSC)**, **Discipline Specific Elective- Core Course (DSE)**, **Generic Elective Courses- Minor Courses (GE), Co-Curricular Courses (CC)** which includes (Multidisciplinary Course and Ability Enhancement Course); **Vocational Courses (VC)** which includes **AIPCM** (Apprenticeship/ Internship/ Project/ Community Outreach/ MOOC) and Value-Added Courses and last category of **Dissertation Report**. In the CC and VC the student has an option to opt from various courses which are also offered by other Schools of the University.

The structure of the Programme is designed in a way that students study the core courses from different functional areas of management that are made compulsory.

Right from the beginning of the Programme, the focus is on providing relevant inputs through case discussion/analysis, simulation games, roleplays etc. keeping in mind the current business scenario.

A Research project has to be submitted as part of the compulsory subjects of sixth semesters.

Definitions:

1. Academic Credit- An academic credit is a unit by which the course work is measured. It determines the number of hours of instructions required per week. One credit is equivalent to fifteen hours of teaching (lecture or tutorial) or thirty hours of practical work/field work per week.

2. Courses of Study – Courses of study indicates pursuance of study in a particular discipline. Every discipline shall offer three categories of courses of study, viz. Discipline Specific Core courses (DSCs), Discipline Specific Electives (DSEs) and Generic Electives (GEs).

a. Discipline Specific Core (DSC): Discipline Specific Core is a course of study, which should be pursued by a student as a mandatory requirement of his/her programme of study. DSCs shall be the core credit courses of that particular discipline which will be appropriately graded and arranged across the semesters of study, being undertaken by the student, with multiple exit options as per NEP.

b. Discipline Specific Elective (DSE): The Discipline Specific Electives (DSEs) shall be a pool of credit courses of that particular discipline (single discipline programme of study) or those disciplines (multidisciplinary programme of study), as the case may be, which a student chooses to study from his/her particular discipline(s). There shall be a pool of DSEs from which a student may choose a course of study.

c. Generic Elective (GE): Generic Electives shall be a pool of courses which is meant to provide multidisciplinary or interdisciplinary education to students. GEs shall consist of a pool of courses offered by various disciplines of study in groups from which a student can choose.

d. Co-Curricular Course [Ability Enhancement Course (AEC) & Multidisciplinary Course (MDC) & Vocational Course [Skill Enhancement Course (SEC) & Value Addition Course (VAC)]: These two courses shall be a pool of courses offered by all the Departments in groups of odd and even semesters from which students can choose. A student who desires to make Academic Project/Entrepreneurship as Minor has to pick the appropriate combination of courses of GE, SEC, VAC, & Internship/Apprenticeship/Project/Community Outreach (IAPC) which shall be offered in the form of various modules as specified in the scheme of studies. Apart from this if they want to do online courses as Vocational Course then the university will provide these courses at the beginning of every semester.

(i) Co-Curricular Courses are the courses based upon the content that leads to knowledge enhancement through various areas of study. They are Language and Literature and Environmental Science and Sustainable Development which will be mandatory for all disciplines. and skill-based courses in all disciplines and are aimed at providing hands-on-training, competencies, skills, etc. Thus this course is design concerning both AEC & MDC from a pool of courses designed to provide skill and multidisciplinary based instruction.

(ii). VAC courses are value-based courses which are meant to inculcate ethics, culture, constitutional values, soft skills, sports education and such similar values to students which will help in all round development of students. Thus this course is design concerning both SEC & VAC from a pool of courses designed to provide skill and value added based instruction.

The uniquely designed pedagogy of entire three years/ four years teaching curriculum imbibes the contemporary traits and audit oriented projects on specialized streams of commerce. During the three years/ four years of the program, students are required to take-up live problems related to marketing, finance and human resource.

3. Apprenticeship/ Internship/ Project/ Community Outreach/ MOOC(AIPCM)

a. Apprenticeship /Field Study/ Minor Project/ MOOC:

Apprenticeship/Field Study/ Minor Project of two weeks duration at the third semester, to enable the students to have hands on experience in real life business situations and will try to help, uplift and support those who are deprived of certain services and rights. This will be form a part of third semester. For MOOC and online courses as Vocational Course, the university will provide these courses list at the beginning of every semester.

Apprenticeship/Field Study/ Minor Project of two weeks duration at the fourth semester, to enable the students to have hands on experience in real life business situations and will try to help, uplift and support those who are deprived of certain services and rights. This will be form a part of fourth semester. For MOOC and online courses as Vocational Course, the university will provide these courses list at the beginning of every semester.

b. Summer Internship/ Project/ Community Outreach/ MOOC: Summer Internship of two weeks duration after completion of the fourth semester, to enable the students to have hands on experience in real life business situations, and will try to help, uplift and support those who are deprived of certain services and rights. This will be form a part of fourth semester. For MOOC and online courses as Vocational Course, the university will provide these courses list at the beginning of every semester

4. Research Project Report:

Research Project Report, in the sixth semester, is an integral part of the curriculum. The problem/topic will be assigned by the School of Management, BBD University under the supervision of a core faculty member of the department. The research should be based on primary data and secondary data too. The average size of Report ordinarily will be of 75 typed pages or more in standard font size (12) and double spacing. Three neatly typed and hard bound copies of the report will be submitted to the Head of the BBA program or to the Dean, School of Management. The report will be typed in A-4 size paper.

The evaluation will be based on the report writing, and viva-voice. The students are also required to make a brief presentation of the report. The evaluation will be based on the report writing, and viva-voice.

BBA course structure has **Twenty Core Papers**, **Sixteen Generic Elective Courses (student will opt one from each semester); Four Co-Curricular Courses in first four semester. Five Vocational Courses offered during five semesters. Twelve Discipline Specific Elective Courses are placed in the last four semesters(student will opt one from each semester)**with an idea to encompass all possible domains of knowledge and skills facilitating interface with various sections of the society so that a student can have a wide choice of courses to have a better living and to lead a meaningful and contented life.

5. Students Exit & Entry:

Students exiting the Programme after securing 44 credits will be awarded Certificate, subject to secure 4 credits in work based vocational courses offered during summer internship. Students exiting the Programme after securing 88 credits will be awarded Diploma, subject to secure 4 credits in work based vocational courses offered during summer internship. A student want to entry in the programme at any year suppose in the second year must have substantial credit (44 credit in this case) in the previous year of this programme. After the successfully completion of the third year (having 132 credits) get the BBA degree. In the fourth year the students have the option to choose BBA (Hons.) with Internship or BBA (Hons.) with Research. BBA (Hons.) with Research choice is given to those students who had attain more than 75% marks at the third year level.

6. ELIGIBILITY CRITERIA:

As per BBD University Norms.

7. ASSESSMENT AND EVALUATION OFCOURSES:

Assessment and evaluation of courses will be as per BBD University guidelines.

PROGRAMOBJECTIVES(POs)

PO1	**Management Knowledge:** Students will acquire adequate understanding about management concepts and principles.
PO2	**Business Analysis:** Use the business and management knowledge gained to analyse the business problems and come up with viable solutions.
PO3	**Communication:** To impart knowledge to the students towards Business Communication for effective and Professional business management.
PO4	**Entrepreneurship:** Build the entrepreneurship acumen.
PO5	**Individual and Team Work:** To inculcate the ability for leading a team and develop group behaviour in achievement of individual, group and organizational goals.
PO6	**Regulatory Framework:** To understand and discuss the broad legal and regulatory framework governing business activities.
PO7	**Ethics:** To recognize and solve business problems in an ethical manner for continuous development of business venture.
PO8	**Technology Orientation:** To develop competency in the use of technology in modern organizational operations.
PO9	**Conduct Investigations:** To stimulate an interest in research and its applications to find solutions for business problems.
PO10	**The Business Leader and Society:** To provide an environment that challenges the students' mind through competitive education which emphasizes on inculcating values, thus transforming them into socially responsible managers and business leaders.
PO11	**Environment and Sustainability:** Understand the relevant issues of environmental concern and sustainable development.
PO12	**Life Long Learning:** Acquire the ability to engage in independent and life-long learning in the broadest context socio-technological changes.

PROGRAM SPECIFIC OBJECTIVES (PSOs)

PSO1	To prepare students to excel in industry/profession or postgraduate programmes through quality education.
PSO2	To inculcate entrepreneurial skills in students so they can provide job opportunities for other sections of the society.

BBA PROGRAMME STRUCTURE

Sem	Major Core Course (DSC)	Major Elective Course (DSE)	Minor Course (GE)	Co-Curricular Course (CC)	Vocational Course (VC)	Apprenticeship/ Internship/ Project/ Community Outreach/ MOOC (AIPCM)	Major Dissertation / Internship	GP/ Seminar	Total Credits
	4 Credits	**4 Credits**	**4 Credits**	**3 Credits**	**2 Credits**	**2 Credits**	**6 Credits**	**1 Credit**	
I	DSC1 DSC2 DSC3		GE1	CC1	VC1			1	22
II	DSC4 DSC5 DSC6		GE2	CC2	VC2			1	22
III	DSC7 DSC8 DSC9		GE3	CC3	VC3 Or AIPCM			1	22
IV	DSC10 DSC11 DSC12		GE4	CC4	VC4 Or AIPCM			1	22
V	DSC13 DSC14 DSC15	DSE1	GE5		VC5 Or AIPCM				22
VI	DSC16 DSC17 DSC18	DSE2	GE6			Project/ Dissertation 2 Credit			22
VII	DSC19	Two DSE and One GE DSE3 DSE4 GE7					DSC20 Dissertation/ Internship		22
VIII	DSC21	Two DSE and One GE DSE5 DSE6 GE8					DSC22 Dissertation/ Internship		22

Bachelor of Business Administration (BBA)
EVALUATION SCHEME

YEAR 1 SEMESTER I										
Theory/ Practical	**Course Code**	**Course Category**	**Course Title**	**Contact Hours**			**Evaluation Scheme**			**Credits**
				L	**T**	**P**	**CIA**	**ESE**	**Total**	
Theory	NBBA6101	DSC-1	Marketing Management	3	1	0	40	60	100	4
Theory	NBBA6102	DSC-2	Economics for Managers	4	0	0	40	60	100	4
Theory	NBBA6103	DSC-3	Organisation Behaviour and Principle of Management	3	1	0	40	60	100	4
Theory		GE-1#	Generic Elective Course	4	0	0	40	60	100	4
Theory		CC-1*	Co-Curricular Course	3	0	0	40	60	100	3
Theory		VC-1**	Vocational Course	2	0	0	40	60	100	2
Practical	NGP6101	GP-1	General Proficiency				100		100	1
Total									**700**	**22**

*University offers one course of Communicative English & Environment and Ecological Sustainability for students who can opt any one from this in first semester under CC-1

One Generic Elective (GE-1) can be opted from

	Code	**Course Title**
GE-1	NGE67101	Essentials of IT and AI
	NGE67102	Investment Management

** List provided by School of Management

	Code	**Course Title**
VC-1	NSMVC67101	Fundamentals of Business Organisation

Bachelor of Business Administration (BBA)
EVALUATION SCHEME

YEAR 1 SEMESTER II										
Theory/ Practical	**Course Code**	**Course Category**	**Course Title**	**Contact Hours**			**Evaluation Scheme**			**Credits**
				L	**T**	**P**	**CIA**	**ESE**	**Total**	
Theory	NBBA6201	DSC-4	Fundamentals of Accounting	4	0	0	40	60	100	4
Theory	NBBA6202	DSC-5	Business Mathematics	4	0	0	40	60	100	4
Theory	NBBA6203	DSC-6	Business Environment	4	0	0	40	60	100	4
Theory		GE-2#	Generic Elective Course	4	0	0	40	60	100	4
Theory		CC-2*	Co-Curricular Course	3	0	0	40	60	100	3
Theory		VC-2**	Vocational Course	2	0	0	40	60	100	2
Practical	NGP6201	GP-2	General Proficiency				100		100	1
Total									**700**	**22**

*University offers one course of Communicative English & Environment and Ecological Sustainability for students who can opt any one from this in second semester under CC-2 (Other than the course taught in semester one)

One Generic Elective (GE-2) can be opted from

	Code	**Course Title**
GE-2	NGE67103	Integrated Marketing Communication
	NGE67104	Advertising and Sales Promotion Tools

** List provided by School of Management

	Code	**Course Title**
VC-2	NSMVC67102	Managing Organisational Diversity

**List of VC Courses offered by other schools will be provided centrally.

Note: Students who wish to exit after securing 44 credits in the first two semesters will have to undergo an additional 4-credit work-based internship during the summer term in order to get a UG Certificate.

Bachelor of Business Administration (BBA)
EVALUATION SCHEME

YEAR 2 SEMESTER III										
Theory/ Practical	**Course Code**	**Course Category**	**Course Title**	**Contact Hours**			**Evaluation Scheme**			**Credits**
				L	**T**	**P**	**CIA**	**ESE**	**Total**	
Theory	NBBA6301	DSC-7	Operation Management	3	1	0	40	60	100	4
Theory	NBBA6302	DSC-8	Quantitative Analysis for Management	4	0	0	40	60	100	4
Theory	NBBA6303	DSC-9	Marketing of Services	3	1	0	40	60	100	4
Theory		GE-3#	Generic Elective Course	4	0	0	40	60	100	4
Theory		CC-3*	Co-Curricular Course	3	0	0	40	60	100	3
Theory/ Practical		VC-3**	Vocational Course OR Apprenticeship/ Internship/ Project/ Community Outreach/ MOOC (AIPCM)	2	0	0	40	60	100	2
Practical	NGP6301	GP-3	General Proficiency				100		100	1
Total									**700**	**22**

** Online vocational courses will be announced at the beginning of the semester.

One Generic Elective (GE-3) can be opted from

	Code	**Course Title**
GE-3	NGE67105	Cost and Management Accounting
	NGE67106	Cyber Security

* List provided by School of Management

	Code	**Course Title**
CC-3	NSMCC67101	Leadership and Personality Management

	Code	**Course Title**
VC-3	NSMVC67103	Planning for New Ventures

Bachelor of Business Administration (BBA)
EVALUATION SCHEME

YEAR 2 SEMESTER IV										
Theory/ Practical	Course Code	Course Category	Course Title	Contact Hours			Evaluation Scheme			Credits
				L	T	P	CIA	ESE	Total	
Theory	NBBA6401	DSC-10	Human Resource Management	3	1	0	40	60	100	4
Theory	NBBA6402	DSC-11	Financial Management	4	0	0	40	60	100	4
Theory	NBBA6403	DSC-12	Brand Management	4	0	0	40	60	100	4
Theory		GE-4#	Generic Elective Course	4	0	0	40	60	100	4
Theory		CC-4*	Co-Curricular Course	3	0	0	40	60	100	3
Theory/ Practical		VC-4**	Vocational Course OR Apprenticeship/ Internship/ Project/ Community Outreach/ MOOC (AIPCM)	2	0	0	40	60	100	2
Practical	NGP6401	GP-4	General Proficiency				100		100	1
Total									**700**	**22**

** Online vocational courses will be announced at the beginning of the semester.

One Generic Elective (GE-4) can be opted from

	Code	Course Title
GE-4	NGE67107	Consumer Behaviour
	NGE67108	Event Management

* List provided by School of Management

	Code	Course Title
CC-4	NSMCC67102	Business Law

	Code	Course Title
VC-4	NSMVC67104	Entrepreneurship and Small Business Management

**List of VC Courses offered by other schools will be provided centrally.

Note: Students who wish to exit after securing 88 credits in the first four semesters will have to undergo an additional 4-credit work-based internship during the summer term in order to get a UG Diploma.

Bachelor of Business Administration (BBA)
EVALUATION SCHEME

<table>
<tr><th colspan="11">YEAR 3 SEMESTER V</th></tr>
<tr><th rowspan="2">Theory/ Practical</th><th rowspan="2">Course Code</th><th rowspan="2">Course Category</th><th rowspan="2">Course Title</th><th colspan="3">Contact Hours</th><th colspan="3">Evaluation Scheme</th><th rowspan="2">Credits</th></tr>
<tr><th>L</th><th>T</th><th>P</th><th>CIA</th><th>ESE</th><th>Total</th></tr>
<tr><td>Theory</td><td>NBBA6501</td><td>DSC-13</td><td>Business Policy & Strategy</td><td>4</td><td>0</td><td>0</td><td>40</td><td>60</td><td>100</td><td>4</td></tr>
<tr><td>Theory</td><td>NBBA6502</td><td>DSC-14</td><td>Industrial Relation & Labour Codes</td><td>4</td><td>0</td><td>0</td><td>40</td><td>60</td><td>100</td><td>4</td></tr>
<tr><td>Theory</td><td>NBBA6503</td><td>DSC-15</td><td>Supply Chain Management</td><td>4</td><td>0</td><td>0</td><td>40</td><td>60</td><td>100</td><td>4</td></tr>
<tr><td>Theory</td><td></td><td>DSE-1*</td><td>Discipline Specific Elective Course</td><td>4</td><td>0</td><td>0</td><td>40</td><td>60</td><td>100</td><td>4</td></tr>
<tr><td>Theory</td><td></td><td>GE-5#</td><td>Generic Elective Course</td><td>4</td><td>0</td><td>0</td><td>40</td><td>60</td><td>100</td><td>4</td></tr>
<tr><td>Theory/ Practical</td><td></td><td>VC-5**</td><td>Vocational Course
OR
Apprenticeship/ Internship/ Project/ Community Outreach/ MOOC (AIPCM)</td><td>2</td><td>0</td><td>0</td><td>40</td><td>60</td><td>100</td><td>2</td></tr>
<tr><td colspan="9">Total</td><td>600</td><td>22</td></tr>
</table>

** Online vocational courses will be announced at the beginning of the semester

* One Discipline Specific Elective (DSE-1) can be opted from

<table>
<tr><td rowspan="3">DSE-1</td><th>Code</th><th>Course Title</th></tr>
<tr><td>NDSE67101</td><td>Research Methodology</td></tr>
<tr><td>NDSE67102</td><td>Digital Governance</td></tr>
</table>

One Generic Elective (GE-5) can be opted from

<table>
<tr><td rowspan="3">GE-5</td><th>Code</th><th>Course Title</th></tr>
<tr><td>NGE67109</td><td>Financial Services</td></tr>
<tr><td>NGE67110</td><td>Database Management System</td></tr>
</table>

** List provided by School of Management

<table>
<tr><td rowspan="2">VC-5</td><th>Code</th><th>Course Title</th></tr>
<tr><td>NSMVC67105</td><td>Digital Marketing</td></tr>
</table>

Bachelor of Business Administration (BBA)
EVALUATION SCHEME

YEAR 3 SEMESTER VI										
Theory/ Practical	**Course Code**	**Course Category**	**Course Title**	**Contact Hours**			**Evaluation Scheme**			**Credits**
				L	**T**	**P**	**CIA**	**ESE**	**Total**	
Theory	NBBA6601	DSC-16	International Business	4	0	0	40	60	100	4
Theory	NBBA6602	DSC-17	HR Analytics	4	0	0	40	60	100	4
Theory	NBBA6603	DSC-18	Rural Marketing	4	0	0	40	60	100	4
Theory		DSE-2*	Discipline Specific Elective Course	4	0	0	40	60	100	4
Theory		GE-6#	Generic Elective Course	4	0	0	40	60	100	4
Practical		VC-6	Vocational Course				40	60	100	2
Total									**600**	**22**

*One Discipline Specific Elective (DSE-2) can be opted from

	Code	**Course Title**
DSE-2	NDSE67103	Business Ethics & Indian Value System
	NDSE67104	Mall Management

One Generic Elective (GE-6) can be opted from

	Code	**Course Title**
GE-6	NGE67111	Income Tax Law & Practices
	NGE67112	Public Administration & Business Management

** List provided by School of Management

	Code	**Course Title**
VC-6	NSMVC67106	Research Project Report

Note: Students who wish to exit after securing 132 credits in the first six semesters will be awarded a UG Degree in BBA.

Bachelor of Business Administration (BBA)
EVALUATION SCHEME

YEAR 4 SEMESTER VII										
Theory/ Practical	**Course Code**	**Course Category**	**Course Title**	**Contact Hours**			**Evaluation Scheme**			**Credits**
				L	**T**	**P**	**CIA**	**ESE**	**Total**	
Theory	NBBA6701	DSC-19	Banking & Insurance	4	0	0	40	60	100	4
Practical	NBBA6702	DSC-20	Dissertation/ Internship				80	120	200	6
Theory		DSE-3*	Discipline Specific Elective Course	4	0	0	40	60	100	4
Theory		DSE-4*	Discipline Specific Elective Course	4	0	0	40	60	100	4
Theory		GE-7#	Generic Elective Course	4	0	0	40	60	100	4
Total									**600**	**22**

*One Discipline Specific Elective DSE-3 can be opted from

	Code	**Course Title**
DSE-3	NDSE67105	International Financial Management
	NDSE67106	Indian Economy

*One Discipline Specific Elective DSE-4 can be opted from

	Code	**Course Title**
DSE-4	NDSE67107	Logistic Management
	NDSE67108	Sales and Distribution Management

One Generic Elective (GE-7) can be opted from

	Code	**Course Title**
GE-7	NGE67113	People Management
	NGE67114	Creativity and Design Thinking

Bachelor of Business Administration (BBA)
EVALUATION SCHEME

YEAR 4 SEMESTER VIII										
Theory/ Practical	**Course Code**	**Course Category**	**Course Title**	**Contact Hours**			**Evaluation Scheme**			**Credits**
				L	**T**	**P**	**CIA**	**ESE**	**Total**	
Theory	NBBA6801	DSC-21	Retail Marketing	4	0	0	40	60	100	4
Practical	NBBA6802	DSC-22	Dissertation/ Internship				80	120	200	6
Theory		DSE-5*	Discipline Specific Elective Course	4	0	0	40	60	100	4
Theory		DSE-6*	Discipline Specific Elective Course	4	0	0	40	60	100	4
Theory		GE-8#	Generic Elective Course	4	0	0	40	60	100	4
Total									**600**	**22**

*One Discipline Specific Elective DSE-5 can be opted from

	Code	**Course Title**
DSE-5	NDSE67109	Security Analysis and Portfolio Management
	NDSE67110	Goods and Service Tax

*One Discipline Specific Elective DSE-6 can be opted from

	Code	**Course Title**
DSE-6	NDSE67111	E- Commerce
	NDSE67112	Auditing

One Generic Elective (GE-8) can be opted from

	Code	**Course Title**
GE-8	NGE67115	Good Governance
	NGE67116	Corporate Law

Note: Students who exit after securing 176 credits in the overall program will be awarded a UG Degree of BBA with Honours in Research/ Internship.

Program	**Bachelor of Business Administration**				
Year	**I**	**Semester**		**I**	
Course Name	**Marketing Management**	**L**	**T**	**P**	**Credit**
Course Code	NBBA6101	**3**	**1**	**0**	**4**
Course Objectives	To familiarize students with: All aspects of marketing, including product planning &development, promotion, distribution, pricing and branding. Theories of the marketing mix. And practical applications of marketing theories in the context of the marketing management.				
Course Outcomes					
CO1	Understand and appreciate the concept of marketing in theory and practice. Identify different types of marketing environment and segmentation and learn different ways of selecting the appropriate product in the market.				
CO2	Analyses different types of products, levels of hierarchy and classification ofProducts along with the concept of branding and its types.				
CO3	Describe the marketing channels, channel dynamics and pricing of the products.				
CO4	Evaluate different promotional strategies and media planning.				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Module I: Introduction and Marketing Segmentation** Marketing: Nature, meaning, scope, concepts and orientation towards market. Marketing mix. Customer's vvalue and satisfaction: concepts, Marketing environment: Needs and trends in macro environment forces. Segmentation: Concept of market Segmentation, Patterns and Process of Segmentation, Segmenting Consumer Markets. Market Targeting. Positioning concept and types. Evolution from traditional to AI-driven marketing, Basics of Marketing 4.0/5.0	**15**	**CO1**
2	**Module II: Concepts of Product and Branding** Product: Concepts, Product Level Hierarchy, Classification of Products, Product Mix, Product Line, Product Life Cycle, Product Positioning, AI-based product design insights. Brand: Concept, Challenges, Brand Equity, Brand Repositioning, AI-generated brand content.	**15**	**CO2**
3	**Module III: Marketing Channels and Pricing** Nature of Marketing, Channels, Channel functions and flows, Channel Design, and Management Channel Dynamics, Factors affecting choice of distribution channel, Role of AI in Real-time visibility and tracking Pricing: objectives, factors influencing pricing, basic methods of pricing and pricing strategies.	**15**	**CO3**
4	**Module IV: Promotion and Marketing Program** Promotion: Promotion Mix. Managing Advertisement: Objectives, Budget, and Message. Media planning and Sales Promotion Tools. AI-enabled marketing ecosystem, basic concepts of AI and algorithms, Chatbots, automation, marketing personalization	**15**	**CO4**

Suggested Readings

- Kotler Philip and Armstrong G., Principles of Marketing, Pearson.
- Sherlekar S. A., Marketing Management, Himalaya Publishing House.
- Saxena R., Marketing Management, Tata McGraw Hill

Online Resources

- eGyanKosh: Marketing Management online available at https://egyankosh.ac.in/handle/123456789/3415
- NPTEL: Marketing Management online available at https://nptel.ac.in/courses/110104068

Course Articulation Matrix														
PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1														
CO2														
CO3														
CO4														
Avg														

Program	**Bachelor of Business Administration**				
Year	**I**	**Semester**		**I**	
Course Name	**Economics for Managers**	**L**	**T**	**P**	**Credit**
Course Code	**NBBA6102**	**4**	**0**	**0**	**4**
Course Objectives	To familiarize students with: The concept of economics, its application in the real business world, and the matrix of demand and supply. The knowledge of the economic theory with decision making techniques. The application of economic models to identify their relationships and formulate them into a managerial model to which decision making tools can be applied.				
Course Outcomes					
CO1	Understand and interpret the concept of managerial economics and the role of managerial economists in forecasting and business decision making.				
CO2	Comprehend the concepts of demand, supply along with their elasticity for effective managerial decision making. Conceptualize and calculate the production function involved in predicting the short run and long run cost curves of the product. Interpret the cost concept with reference to laws of returns.				
CO3	Distinguish the different types of market with reference to price determination & strategies.				
CO4	Understand application of managerial economics at macro (national) level and the concept of profit and its theories.				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Module I: Introduction to Economics** Introduction to Economics, Micro & Macro Economics, Nature and Scope of Managerial Economics, Significance in decision- Making, Objectives of a firm. Basic Economic Concepts: Incremental Cost & Revenue, Opportunity Cost, Equi - Marginal Principle.	**15**	**CO1**
2	**Module II: Demand Analysis & Supply Analysis Demand Analysis** Demand Analysis: Determinants of Demand, Law of Demand and Exceptions to the law of Demand. Elasticity of Demand: Price, Income, Cross Elasticity. Uses of Elasticity of Demand for managerial decision making, Supply Analysis: Law of Supply, Supply Elasticity, Analysis and its uses for managerial decision making. Basic Production Concepts: Meaning of Production and Factors of Production, Law of Variable Proportions, Returns to Scale (Concept only), Cost concept and analysis: Total Cost, Fixed Cost, Variable Cost Marginal Cost, Average Cost, Average Variable Cost and their curves. Short-run and long-run cost curves and their managerial use.	**15**	**CO2**
3	**Module III: Market Structure Market Equilibrium and Average Revenue Concept.** Revenue concepts: Total Revenue, Average Revenue, Marginal Revenue. Market structure: Perfect Competition & features, Market Equilibrium Condition and Determination of price under perfect competition. Monopoly & its features. Monopolistic market structure & Features, Oligopoly & Features, Cartels, Price leadership.	**15**	**CO3**
4	**Module IV: Macroeconomic Concepts** National Income Accounting: Meaning of National Income Concepts: GDP, NDP, GNP, NNP (only basic understanding) Methods of Measurement: Production Method, Income Method Expenditure Method. Importance of National Income in business decision-making Inflation: Meaning of Inflation, Types: Demand-pull and Cost-push. Effects of Inflation on business and consumers. Unemployment: Meaning of Unemployment, Types: Frictional, Structural, Cyclical, Impact on economy and business.	**15**	**CO4**

	Business Cycle: Meaning and Phases: Boom, Recession, Depression, Recovery, Business implications		

Suggested Readings

- Damodaran Suma , Managerial Economics (Oxford, 2006).
- Dominick Salvatore, Managerial Economics (Oxford, 2007).
- Hirschey Mark , Economics for Managers (Thomson, India Edition, 2007).
- Petersen Craig H. etal., Managerial Economics (Pearson Education, 2006).

Course Articulation Matrix														
PO-PSO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**	**PSO1**	**PSO2**
CO1														
CO2														
CO3														
CO4														
Avg														

Program	Bachelor of Business Administration				
Year	I	Semester		I	
Course Name	Organizational Behavior and Principles of Management	L	T	P	Credit
Course Code	NBBA6103	3	1	0	4
Course Objectives	To familiarize students with • An understanding of Organizational Behaviors and Management principles in modern organizations. • The understanding of group behavior, leadership, motivation, and management functions in a dynamic environment.				
Course Outcomes					
CO1	Demonstrate the knowledge of individual behavior, personality, attitudes, diversity, and the role of AI in shaping organizational behavior.				
CO2	Analyze and interpret group dynamics, leadership styles, motivation theories, and the impact of AI on leadership and team performance.				
CO3	Apply management concepts, functions, and evolution of management thought in a dynamic business environment				
CO4	Evaluate the role of AI in planning, forecasting, and controlling functions to enhance managerial effectiveness and organizational decision-making.				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Introduction to Organizational behavior** Concept, nature, and scope of OB, Importance of studying human behavior in organizations, OB models. Foundations of Individual behavior: Ability: meaning and types (intellectual & physical), Values: meaning, types, and importance in decision-making, Attitudes: meaning and components, Attitude formation (family, peers, experience), Basic theories of attitudes (Cognitive Dissonance Theory, Functional Theory of Attitudes, Social Judgement Theory). Personality: meaning and determinants (heredity, environment, situation), Key personality traits (Big Five Model), Meaning of workforce diversity, Cultural diversity and its impact on behavior. Meaning of AI, Role of AI in modern organizations, Benefits and challenges of using AI at workplace.	15	CO1
2	**Group Behavior, Motivation and Leadership** Difference between group and team, Types of groups (formal & informal), Factors affecting group performance: Group Size, Composition, Roles, Norms and Cohesiveness. Meaning and importance of leadership, Basic leadership styles (autocratic, democratic, laissez-faire), Qualities of a good leader. AI and leadership: data-driven decision-making and digital leadership skills Meaning and Importance of motivation, Basic theories of motivation (Maslow's hierarch, Herzberg's Two-Factor Theory)	15	CO2
3	**Principles of Management in a Changing Environment** Management Concept, nature, process and significance of management. Managerial levels, skills, functions and roles. Management Vs. Administration. Coordination as essence of management. Development of management thought: classical, neo- classical, behavioral, systems and contingency approaches.	15	CO3
4	**Functions of Management and AI Applications** Planning: nature, objectives, types of plans and planning process; organizing: concept, principles and types of organization (formal and informal)	15	CO4

	directing: concept and principles of directing controlling: concept, process and relationship with planning Introduction to the role of AI in planning, forecasting and control.		

Suggested Readings

- Prasad, L.M., Organizational behavior, Sultan Chand and Sons, 2003.
- Prasad, L.M., Principles of Management, Sultan Chand and Sons, 8th Edition.
- Stephen P. Robbins, Organizational behavior, Prentice Hall of India Pvt. Ltd., New Delhi, 2003.
- Chabbra T.N. and Singh B.P., Organization behavior, Sultan Chand and Sons.
- Stoner, Freeman and Gilbert Jr., Management, Prentice Hall of India, New Delhi, 2003.
- Gupta, C.B., Management Concepts and Practices, Sultan Chand and Sons, New Delhi, 2003.
- Artificial Intelligence Basics: By Tom Taulli

Online Resources

- E-Gyan Kosh: OB & POM online available at https://egyankosh.ac.in/handle/123456789/4736
- NPTEL: Principles of Management online available at https://onlinecourses.nptel.ac.in/noc20_mg58/preview

Course Articulation Matrix														
PO-PSO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**	**PSO1**	**PSO2**
CO1														
CO2														
CO3														
CO4														
Avg														

Program	Bachelor of Business Administration				
Year	I	Semester		I	
Course Name	Essentials of IT and AI	L	T	P	Credit
Course Code	NGE67101	4	0	0	4
Course Objectives	To Familiarize students with: Fundamentals of computer hardware & software and different advanced concepts such as security, networking, and operating system.				
Course Outcomes					
CO1	Understand the Basics of Computer, Evolution and Introduction to AI				
CO2	Understand the Input, Output Devices, Memory and AI Applications				
CO3	Understand the Operating Systems, Software and Awareness of AI in Business Applications				
CO4	Understand the Artificial Intelligence and Data Analytics				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Module I: Basics of Computer, Evolution and Introduction to AI** Evolution of Computers and Artificial Intelligence. Data Instruction, Information and AI Data Concepts. Characteristics of Computers. Applications of Computers and AI. Components of Computer System: Hardware, Software, Human ware, Firmware. Block Diagram and Functional Units of Computer. Classification and Transition to AI Systems. Types of Software, Compiler and Interpreter. Generations of Programming Languages. Emerging trends in Indian Computing Environment. Data Representation and Number Systems. Binary Arithmetic.	15	CO1
2	**Module II: Input, Output Devices, Memory and AI Applications** Introduction to Input and Output Devices. Common Input Devices: Keyboard, Mouse, Scanner, Barcode Reader, Touch Screen. Smart Input Methods: OCR, OMR, MICR and Voice Input. AI-Based Input Systems (Speech and Image Recognition – basic idea). Output Devices: Monitor and its types Printer and its types, Plotter. Printers. AI in Output Devices (smart displays and automated printing. Introduction to Computer Memory: Primary Memory, Secondary Storage Devices. Flash Memory. Basic Concepts of Data Storage. Role of Memory and Storage in Business and AI Applications.	15	CO2
3	**Module III: Operating Systems, Software and Awareness of AI in Business Applications** Introduction to Operating System and its Role in Business. Functions and types of Operating Systems. GUI-Based Operating Systems (Windows). Basic Awareness of AI Integration in Operating Systems (smart assistants, automation – simple idea). Computer Software Systems and Business Applications. Software Development Process. Introduction to File Design and Report Design. Types of files and its Business Applications. Introduction to Word Processing and Spreadsheets. Creating Presentations. Management of Data Processing Systems in Organizations. Output Analysis and its Role in Decision-Making.	15	CO3
4	**Module IV: Data Networks and Analytics** Networking Concepts, Types of networking: LAN, MAN AND WAN. Communication Media. Modes of Transmission. AI in Business Decision-Making and Analytics. Internet of Things (IoT) Applications. Ethics and	15	CO4

	Responsible use of AI in Organizations. Recommendation Systems (E-commerce, Entertainment, Education)		

Suggested Readings

- Leon and Leon, Introduction to Information Technology, Leon Tech World.
- Microsoft Office-2000 Complete, BPB Publication.
- Sinha Kr. Pradeep, Sinha Preeti., Foundations of Computing, BPB Publication

Course Articulation Matrix														
PO-PSO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**	**PSO1**	**PSO2**
CO1														
CO2														
CO3														
CO4														
Avg														

Program	Bachelor of Business Administration				
Year	I	Semester		I	
Course Name	Investment Management	L	T	P	Credit
Course Code	NGE67102	4	0	0	4
Course Objectives	To familiarize students with: - To familiarize learners with different aspects of investment management and risks, introduce them to the framework of their analysis and valuation and highlight the process of portfolio management.				
Course Outcomes					
CO1	To understand the basics of investment management and different investment avenues available.				
CO2	To examine the components of risk and to measure the same.				
CO3	To analyze the value of bonds and the role of credit rating agencies.				
CO4	To assess how to invest in mutual funds.				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Module I: Introduction** Investment management- concept and need; Investment Process; Avenues for investment- features and classes; Security and Portfolio- concept and features; Difference between investment, speculation, and gambling; Meaning of Security Analysis; Primary and Secondary Market. International investment concept, challenges, and opportunities. Challenges and opportunities in the financial landscape	15	CO1
2	**Module II: Risks and Equity Valuation Models** Risk- concept, elements, types (systematic and unsystematic); Measurement of risk; Risk and Return Analysis- individual security and portfolio; Security Pricing; Factors influencing valuation of securities; Security Pricing Models-Capital Asset Pricing Model, Constant growth model, Dividend capitalization Model, Earning Capitalization Model, P/E Ratio Model and Whitbeck-Kishor Model. Drivers of Fintech, Trends driving fintech adoption, AI Governance, Risk and ethics	15	CO2
3	**Module III: Debt Instruments and Valuation** Bonds & Debentures- meaning, types and features; Public Deposits, Public Sector Bonds, Risk in bond market; Calculation of Return on Bond and debentures- Yields on bonds, yield to maturity; Bond Valuation Theories; Sovereign Debt; Credit Rating. Regulatory arbitrage vs. Regulatory risk	15	CO3
4	**Module IV: Portfolio Management, Mutual Fund and Derivatives** Portfolio Management- Concept, Need, Dimensions, and Theories; Condition of Certainty; Opportunity Set with Uncertainty; Measurement of Portfolio Risk; Ways to Minimize Risk; Diversification-Markowitz Theory; Return on Portfolio Risk and Return; Regression Equation- Alpha, Beta, and Rho. Mutual Fund- concept and types; Offshore Fund, Performance Evaluation; Blockchain applications, wealth management, limitations of blockchain	15	CO4

Suggested Readings

- Avadhani, V. A. (2019). Security Analysis & Portfolio Management. Mumbai: Himalaya Publishing House.
- Bhalla, V. K. (2008). Investment Management, Security Analysis and Portfolio Management. New Delhi: S. Chand

Publishing.
- Chandra, P. (2008). Investment Analysis & Portfolio Management. New Delhi: Tata McGraw Hill Education.
- Khatri, D. K. (2012). Investment Management and Security Analysis. New Delhi: Trinity Press Pvt. Ltd.
- Kevin, S. (2015). Security Analysis and Portfolio Management. New Delhi: PHI Learning.
- Ranganatham M., & Madhumathi R. (2nd Edition) Security Analysis and Portfolio Management. Noida: Pearson (India) Education.
- Pandian, P. (2012). Security Analysis and Portfolio Management. New Delhi: Vikas Publishing House.

Online Resources

- eGyanKosh: Investment Management online available at https://egyankosh.ac.in/handle/123456789/4056
- NPTEL: Investment Management online available at https://onlinecourses.nptel.ac.in/noc23_mg62/preview

Course Articulation Matrix

PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1														
CO2														
CO3														
CO4														
Avg														

Program	Bachelor of Business Administration				
Year	I	Semester		I	
Course Name	Fundamentals of Business Organisation	L	T	P	Credit
Course Code	NSMVC67101	2	0	0	2
Course Objectives	To familiarize students with: Management and business concepts and practices. Emerging challenges of managing resources, managing business processes.				
Course Outcomes					
CO1	Understand the basic concepts and objectives of business organization.				
CO2	Understand traditional and modern forms of business organization and evaluate their suitability.				
CO3	Analyse & evaluate the sources and methods of Business Finance.				
CO4	Analyze different types and forms of business combinations & revaluate the role of AI in improving business operations and decision-making.				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Module I: Introduction to Organization** Concepts and objectives of business organization, establishment of a new business, pre-establishment considerations, Distinction b/w Industry, Trade & Commerce and social responsibility of business, Concept of Scalar Chain.	8	CO1
2	**Module II: Forms of Business Organization** Traditions Business Formats – Features, Merits & Demerits of Sole Proprietorship, Partnership & Joint Stock Company, Modern Business Formats	7	CO2
3	**Module III: Business Finance** Business Finance: Concept, need and significance. Methods of financing: long term, medium term and short term. National finance and international finance.	8	CO3
4	**Module IV: Business Combination & AI in Business** Business Combination: - Meaning, Objectives, Types, Forms: - Mergers, Takeovers and Acquisitions. Introduction of AI in Business:- Meaning of AI, Role of AI in business organizations	7	CO4

Suggested Readings

- Tulsian P. C. and Pandey V., Business Organization and Management, Pearson Education.
- Bhushan Y. K., Fundamentals of Business Organization and Management, Sultan Chand and Sons.
- Chhabra T.N., Business Organisation, Dhanpat Rai and Sons.
- Robert., Modern Business Administration, McMillan India.

Course Articulation Matrix

PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1														
CO2														
CO3														
CO4														
Avg														

Program	Bachelor of Business Administration				
Year	I	Semester		II	
Course Name	Fundamentals of Accounting	L	T	P	Credit
Course Code	NBBA6201	4	0	0	4
Course Objectives	To Familiarize students with: Basic concepts and standards underlying financial accounting systems and Construction of the basic financial accounting statements as well as their interpretation.				
Course Outcomes					
CO1	Understand and recognize the development of accounting and purpose of maintaining records.				
CO2	Prepare and analyze financial statements of sole proprietor and explain the meaning of key terms.				
CO3	Understand and apply the various methods of charging depreciation and valuation of stock. Also explain the meaning and objective of preparing a Bank Reconciliation Statement.				
CO4	Analyze and make appropriate accounting entries regarding issue, forfeiture, redemption of shares and debentures.				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Module I: Introduction of accounting** Meaning and concepts of financial accounting, users of accounting information, fundamental books of accounting, accounting cycle, journal entries, ledger, cash book: three columns.	15	CO1
2	**Module II: Financial Statements & Depreciation** Trial Balance need, importance, limitations. Preparation of trading and P&L Account and balance sheet with simple adjustments. Depreciation: concept, rationale and methods of SLM, WDV.	15	CO2
3	**Module III: Hire Purchase & Company Accounts** Hire purchase and installment systems. Issue of shares including forfeiture of shares, issue of bonus shares, issue of Preference Share. Debenture: Redemption of Debenture and its methods.	15	CO3
4	**Module IV: AI in accounting** Introduction to artificial intelligence (AI), meaning of AI, role of AI in accounting, need of AI in accounting examples of Ai in daily life (Google assistance, chat GPT etc.) Introduction to accounting software (Tally, Zoho Books, Quick Book). Impact of AI on accounting and accountants, advantages and limitations of AI in accounting, ethical issues of AI in era of accounting. Skills required for future accountants.	15	CO4

Suggested Readings

- Chaturvedi C.L., Advanced Accountancy, Shree Mahavir Book Depot.
- Gupta R.L. and Radha Swami M., Financial Accounting, Sultan Chand & Sons.
- Gupta R. L., Advanced Accountancy, Sultan Chand and Sons.
- Maheshwari S.N & Maheshwari S.K, An Introduction to Accountancy, Vikas Publication

Online Resources

- e GyanKosh: Financial Accounting online available at http://egyankosh.ac.in//handle/123456789/49855
- NPTEL: Introduction and scope of accounting online available at https://archive.nptel.ac.in/courses/110/101/110101131/

Course Articulation Matrix														
PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1														
CO2														
CO3														
CO4														
Avg														

Program	**Bachelor of Business Administration**				
Year	**I**	**Semester**		**II**	
Course Name	**Business Mathematics**	**L**	**T**	**P**	**Credit**
Course Code	**NBBA6202**	**4**	**0**	**0**	**4**
Course Objectives	To familiarize students with: Important and growing role of Business Mathematics in modern society. Practical applications of Business Mathematics in every field of management. Working knowledge of current trends, interpretation and relation of these trends to different sectors of firms.				
Course Outcomes					
CO1	Use the basic principles of arithmetic and apply mathematical skills to financial decisions.				
CO2	Apply the concept of ratio and percentage on calculating cost, discount, commission and profit & loss. Explain the use of interest, annuities and present value of money and apply this in risk and decision making.				
CO3	Develop strong problem-solving skills and the ability to handle non-routine problems by applying appropriate concepts and notation. Analyze the procedures for Sets, Matrices and Permutation & Combination.				
CO4	Recognize and solve linear programming problems, apply basic differentiation and integration, and explain the basic concepts, applications, and ethical issues of Artificial Intelligence in managerial decision-making.				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Module I: Basic Arithmetic Ratio and Percentage** Its application in calculating cost and invoice price, discount, commission and brokerage, Profit & Loss. Progression: Arithmetic, Geometric and Harmonic Progression. Basic problem on Time, speed and distance and Mensuration.	**15**	**CO1**
2	**Module II: Mathematics of Finance** Simple and Compound interest. Concept of present value and amount of money. Types of Annuities, Present value and Amount of an Annuity. Concept, calculation of Perpetuity	**15**	**CO2**
3	**Module III: Algebra and Coordinate Geometry** Permutation and Combination. Surds and Indices, Law of Indices, Simultaneous linear equation Elements of Coordinate Geometry, Distance between two points, Equation of line, Slope of a line, Area of Triangles, Quadratic Functions, Slope of quadratic function, Polynomials and Arithmetic of Polynomials.	**15**	**CO3**
4	**Module IV: Linear Programming, Calculus and AI Applications in Business** Graphical methods of Solution, Problems relating to two variables including the case of mixed constraints, Simplex Methods. Basic operations of Differentiation and Integration. Basic concepts and applications of AI in managerial decision-making, its relation with business mathematics, and ethical issues in AI-based decisions.	**15**	**CO4**

Suggested Readings

- Zameeruddin, Khanna and Bhambri, Business Mathematics, Vikas Publishing.
- Sharma J. K., Business Mathematics: Theory and Application, Ane Books Pvt. Ltd, 2nd Edition.
- Shukla S. M., Business Mathematics, Sahitya Bhawan Publication, Agra.

Course Articulation Matrix														
PO-PSO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**	**PSO1**	**PSO2**
CO1														
CO2														
CO3														
CO4														
Avg														

Program	Bachelor of Business Administration				
Year	I	Semester		II	
Course Name	Business Environment	L	T	P	Credit
Course Code	NBBA6203	4	0	0	4
Course Objectives	To familiarize students with: Important and growing role of Business Mathematics in modern society. Practical applications of Business Mathematics in every field of management. Working knowledge of current trends, interpretation and relation of these trends to different sectors of firms.				
Course Outcomes					
CO1	Explain the types of business environment viz Political, Economic, Socio- cultural, Legal, Technological and Global environment.				
CO2	Analyze the existence of business under various Policies Framework laid by legal environment. Examining legal, industrial and policy frameworks including Competition Act, digital taxation and fintech ecosystem.				
CO3	Examine the role of public sector along with various government regulatory acts and policies regarding business environment including industrial, monetary and fiscal policies. Analysing the role of public sector, financial institutions and global organizations in business environment.				
CO4	Analyze and evaluate global business environment in terms of Global Trade Policies by respective Institutions along with determining the impact and prospects of Technology in shaping Business. Assessing recent economic trends including globalization, AI, ESG practices and cybersecurity in business.				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Module I: Introduction** Business Environment: Nature, dimensions and meaning. Components of Business environment: economic, political, technological and social environment. Consumerism and consumer protection in India. A brief study of capitalism, socialism and mixed economy.	15	CO1
2	**Module II: Industrial and Legal Environment** Industrial Growth and policy, industrial licensing policy. MRTP. Economic planning: aims, objectives and framework of development planning in India. Legal Environment. India's Fiscal and Monetary Policies. Competition Act & CCI (Replacing MRTP focus), Digital Taxation & Crypto currency Regulation (Overview), Fin Tech Revolution & Digital Payments Ecosystem, Budget Analytics using Data (Practical Assignment), Use of AI in Economic Forecasting.	15	CO2
3	**Module III: Public Sector and Economic Organizations** Public Sector: Concept, Rationale, Government Programme, Role of Public Sector in India. Foreign Trade Policies. Development Banks: IFCI, IDBI, SIDBI, IIBI. International economic institutions - WTO, World Bank. IMF and their importance to India.	15	CO3
4	**Module IV: Recent Economic Trends Recent Economic Trends** Economic Liberalization, Privatization and Globalization. Foreign investment policy. Export Promotion councils and boards. Import Control. EXIM policy, FEMA, IPR (International and Indian Patent Rights Acts). Anti-Pollution Act. Environmental Groups and Bodies. Euro I, II and III Norms, Introduction to Goods and Services Tax. Digital Globalization & Cross-Border E-Commerce, Artificial Intelligence in Global Supply Chains, Corporate Sustainability & ESG Reporting, AI Ethics & Responsible Business, Cybersecurity & Business	15	CO4

	Risk Management.		

Suggested Readings

- Mishra S. K. And Puri V. K., Economic Environment of Business, Himalaya Publication.
- Paul, Justin., Business Environment Text and Cases, Tata McGraw Hill.
- Shaikh and Saleem, Business Environment, Pearson, 1st Edition.

Course Articulation Matrix														
PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1														
CO2														
CO3														
CO4														
Avg														

Program	Bachelor of Business Administration				
Year	I	Semester		II	
Course Name	Integrated Marketing Communication	L	T	P	Credit
Course Code	NGE67103	4	0	0	4
Course Objectives	Knowledge, understanding, and skills in integrated marketing communication among the students. Understanding about the subject matter by instilling the basic ideas about IMC and advertising. The role of e-commerce in marketing communication. Apply IMC approach in the development of an overall advertising and promotional plan. Understand the fundamentals of integrated marketing communication (IMC) and apply AI-driven tools to analyze consumer behavior, market trends, and design, optimize, and evaluate advertising and promotional campaigns.				
Course Outcomes					
CO1	To understand the basic concept of planning and execution in the integrating marketing communication.				
CO2	Apply advertising approaches and knowledge in the field of marketing.				
CO3	Demonstrate a managerial perspective in advertising appeal and copy writing content.				
CO4	Evaluate the role of e commerce in marketing communication and their practical implication in marketing field.				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Module- I: Introduction** Integrated Marketing Communication (IMC): concepts and process, IMC promotion mix, Advertising – Meaning, objectives, its role and functions, Classification of advertising, economic, social and ethical issues in advertising, DAGMAR approach, STP strategies in advertising, Introduction to AI driven Advertising	15	CO1
2	**Module II : Advertising Process in Advertising:** Consumer in buying, AIDA model, Hierarchy of effects model, Information processing model, Advertising Budget- Top down and Build up approach, methods of advertising -Affordable method, arbitrary allocation method, percentage of sales method, competitive parity method, Objective and Task method.	15	CO2
3	**Module III: Advertising Creativity and Appeals** Advertising Creativity: Meaning of creativity, Creative strategy, Creative tactics. Advertising Appeals: USP theory of creativity. Copywriting: Meaning and definition of copywriting, The copywriter. Copywriting for Print. Copywriting Guidelines. Radio Copywriting. TV Copywriting. Writing for the Web. Tips for writing good web content. Role of AI in Advertising Creativity & Copywriting	15	CO3
4	**Module IV: Media Planning** Media Planning and Strategy: Media types and their characteristics, setting media objectives, steps involved in media planning, Role, objective and application of Artificial Intelligence. Evaluation of advertising effectiveness—need and purpose of evaluation; pre-testing and post-testing techniques; advertising research; decision areas in international advertising; role of integrated marketing communication; corporate communication. AI based media planning.	15	CO4

Suggested Readings

- Advertising and Promotion: An Integrated Marketing Communications Perspective (12th Edition) – George E. Belch, Michael A. Belch

- Focus: Considered a definitive text covering the entire promotional mix, strategic planning, and digital integration.
- Principles of Integrated Marketing Communications: An Evidence-based Approach – Lawrence Ang
- Focus: Focuses on evidence-based practices, combining traditional and digital channels with case studies.

Online Resources

- eGyanKosh: E-Commerce online available at egyankosh.ac.in/handle/123456789/72073
- NPTEL: E-Business online available at https://onlinecourses.nptel.ac.in/noc19_mg54/preview

Course Articulation Matrix														
PO-PSO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**	**PSO1**	**PSO2**
CO1														
CO2														
CO3														
CO4														
Avg														

Program	**Bachelor of Business Administration**				
Year	**I**	**Semester**		**II**	
Course Name	**Advertising and Sales Promotion Tools**	**L**	**T**	**P**	**Credit**
Course Code	**NGE67104**	**4**	**0**	**0**	**4**
Course Objectives	To familiarize students with:- To teach the basics of advertising, personal selling, sales promotion and brand management as promotional tools in marketing and to develop a customer oriented attitude for designing advertising and personal selling messages.				
Course Outcomes					
CO1	Identify communication objectives behind advertising and promotions.				
CO2	Analyzing various advertising and media elements in the advertising decisions.				
CO3	Identify the ethical and legal issues of advertising.				
CO4	Assessing the importance, role and overall process of personal selling, sales promotion and brand management.				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Module I: Introduction to Advertising** Advertising: evolution, Importance, types and objectives; Growth of modern advertising; advertising & the marketing mix; types & classification of advertisement; social & economic aspects of advertising; Marketing communication models- AIDA, hierarchy of effect, innovation adoption model; DAGMAR Approach; Target audience selection- basis; Target audience Vs. Target market; Use of AI tool in targeting and selecting audience.	**15**	**CO1**
2	**Module II: Advertising: Message and Media Decisions** Advertising appeals; Advertising copy: Preparing advertising copy, elements of a print, broad cast and direct mail copy; Advertising agency: Roles and types; Key factors influencing media planning; Media decisions- media class, media vehicle & media option; Factors affecting selection of media; Scheduling- fighting, pulsing, & continuous.; Application of various AI tools in media planning, media selection and media scheduling ; Introduction to broadcast and print media.	**15**	**CO2**
3	**Module III: Advertising Budget and Advertising Effectiveness** Advertising Budget: Process and Methods; Rationale of measuring advertising effectiveness; Pre and Post- testing Techniques. Economic, social, ethical, and legal aspects of advertising. Role of regulatory authorities in India like Advertising Standards Council of India (ASCI), Ministry of information and broadcasting.	**15**	**CO3**
4	**Module IV: Introduction to Sales Promotion** Introduction to Sales promotion: Importance & need for sales promotion; planning for consumer schemes & contests; different types of consumer schemes. Introduction to Personal Selling: Concept of Personal Selling and Salesmanship; Personal Selling Process. Qualities of a good salesperson.	**15**	**CO4**

Suggested Readings

- Batra, R., Myers, J.G., Aaker, D.A. Advertising Management. Prentice Hall.
- Kazmi, S.H.H and Batra, S. Advertising and Sales Promotion Management. Excel Books

Online Resources

- eGyanKosh: Advertising and Personal Selling online available at https://egyankosh.ac.in/handle/123456789/85931
- NPTEL: Advertising and Personal Selling online available at archive.nptel.ac.in/courses/110/105/110105122/

Course Articulation Matrix														
PO-PSO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**	**PSO1**	**PSO2**
CO1														
CO2														
CO3														
CO4														
Avg														

Program	Bachelor of Business Administration				
Year	I	Semester		II	
Course Name	Managing Organizational Diversity	L	T	P	Credit
Course Code	NSMVC67102	2	0	0	2
Course Objectives	To familiarize students with: ❖ the concept and importance of diversity in the workplace. ❖ the impact of diversity on organizational culture, productivity, and innovation. ❖ strategies for recruiting, retaining, and promoting diverse talent within organizations. ❖ the global aspects of diversity and its implications for multinational organizations.				
Course Outcomes					
CO1	Demonstrate the understanding of the basic concept of diversity in the workplace.				
CO2	Analyze and interpret the impact of diversity on organizational culture, productivity, and innovation.				
CO3	Apply the recruitment and retention strategies to attract, manage, and sustain a diverse workforce within the organization.				
CO4	Evaluate the role of AI and ethical considerations in managing cultural diversity, cross-cultural communication, and global workforce effectiveness in multinational organizations.				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Introduction to Managing Organizational Diversity** Understanding the concept of diversity and its significance in the workplace. Benefits, and challenges of managing diversity, Exploring various dimensions of diversity: race, ethnicity, gender, age, religion, Inter-Sectionalist and multiple identities, Impact of diversity on organizational performance. AI as a decision-support system in diversity management.	8	CO1
2	**Building an Inclusive Culture** Creating an inclusive work environment, Inclusive leadership and management practices, Employee resource groups and affinity networks, Inclusive Organization Design. Developing cultural intelligence and sensitivity. AI for Monitoring Workplace Inclusion, Importance of human oversight in AI-Driven inclusion practices.	7	CO2
3	**Recruitment and Retention of Diverse Talent** Strategies for attracting and retaining diverse talent, bias free Selection and equal employment opportunity practices, evaluating the effectiveness of diversity initiatives. Using AI for Sourcing Diverse Candidates, Algorithmic Screening and Bias Mitigation in Selection Process.	7	CO3
4	**Global Diversity and Multi-Culturalism** Managing cultural diversity in multinational organizations, Cross-cultural communication skills and global diversity trends. AI in Cultural Competence Training and Development, Ethical Considerations in AI for Global Workforce Management	8	CO4

Suggested Readings

- Stefan Kühl: Influencing Organizational Culture: A Very Brief Introduction.
- Rohini Anand: Leading Global Diversity, Equity, and Inclusion: A Guidefor Systemic Changein Multinational Organizations.
- David A. Thomas and Robin J. Ely: HBR’s10MustReadonDiversity.

- Achieving Organizational Diversity, Equity, and Inclusion with AI – Sandeep Kautish, Ankur Gupta, Sahil Sawhney (Ed.)
- Managing Diversity: Toward a Globally Inclusive Workplace – Michàlle E. Mor Barak
- Management Practices for Engaging a Diverse Workforce: Tools to Enhance Workplace Culture – Manish Gupta (Ed.)

Online Resources

- https://www.youtube.com/watch?v=dwWtb64XQOk
- https://www.youtube.com/watch?v=TnhBeaFbHYo&feature=youtu.be

Course Articulation Matrix														
PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1														
CO2														
CO3														
CO4														
Avg														

Program	Bachelor of Business Administration				
Year	II	Semester		III	
Course Name	Operation Management	L	T	P	Credit
Course Code	NBBA6301	3	1	0	4
Course Objectives	To familiarize students with: core concepts and decision-making areas in Operations Management, including plant location and layout planning. knowledge of quality management techniques and emerging technologies like Artificial Intelligence in improving operational efficiency.				
Course Outcomes					
CO1	To Explain the fundamental concepts, functions, and strategic role of Operations Management in organizations.				
CO2	To Examine the factors influencing plant location and evaluate suitable location decisions.				
CO3	To Analyze various plant layout designs and develop efficient layout plans for different production systems.				
CO4	To Evaluate Total Quality Management (TQM) techniques and assess the application of Artificial Intelligence in quality improvement.				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Module I: Introduction to Operations Management** Definition, Meaning, Nature, and Scope of Operations Management, Evolution of Operations Management. Types of Production Systems. Key decisions in Operation Management, Functions of Operations Management. Roles & Responsibilities of Operations Manager. Operations Strategy and Competitive Priorities: Cost, Quality, Flexibility, Delivery. Recent trends in Operations Management.	15	CO1
2	**Module II: Plant Location** Meaning and Importance of Plant Location. Objectives of Plant Location Decisions. Factors affecting plant location: Economic factors (transport, labor, raw materials, cost); Non-economic factors (government policies, infrastructure, climate). Brief overview of techniques for selection of Plant Location: Factor Rating Method, Load-Distance Method, Break-even Analysis.	15	CO2
3	**Module 3: Layout Planning** Meaning and Objectives of Plant Layout. Principles of Effective Layout. Types of Layout: Product Layout, Process Layout, Fixed position Layout & Cellular Layout. Factors influencing layout decisions. Layout planning in service organizations. Advantages and limitations of different layouts.	15	CO3
4	**Module 4: Total Quality Management & Implications of AI** Meaning and Evolution of TQM. Concept and Principles of Total Quality Management. Tools and Techniques of Quality Control: Pareto Analysis, Cause-and-Effect Diagram, Control Charts. Continuous Improvement (Kaizen), Introduction to Six Sigma Role of AI in Operations and Quality Management. Benefits and Challenges of AI in Quality Management. Future trends in TQM.	15	CO4

Suggested Readings

- Heizer, Render & Munson – *Operations Management*
- Krajewski, Ritzman & Malhotra – *Operations Management*
- Mahadevan – *Operations Management: Theory and Practice*

- Selected reports from World Economic Forum and Mckinsey & company.

Course Articulation Matrix														
PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1														
CO2														
CO3														
CO4														
Avg														

Program	**Bachelor of Business Administration**				
Year	**II**	**Semester**		**III**	
Course Name	**Quantitative Analysis for Management**	**L**	**T**	**P**	**Credit**
Course Code	**NBBA6302**	**4**	**0**	**0**	**4**
Course Objectives	To Familiarize students with: Quantitative information and mathematical concepts and its application in business decisions.				
Course Outcomes					
CO1	Understand the basic concept of QAM and its implementation in various business situations.				
CO2	Understand and apply the statistical tools and techniques for business decisions.				
CO3	Examine and Recognize problems that linear programming can handle and find optimal solutions subject to some constraints.				
CO4	Understand and apply the probability of events, correlation and regression analysis, and explain the basic concepts, applications, and ethical issues of AI in business analytics.				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Module I: Sets and Business Mathematics** Set theory, form of writing a set, subset, equal set, operation on set: complement of a set, union, and intersection. Venn-diagram. Diagrammatic and graphical presentation of statistical data: bar diagram, histogram, frequency polygon, frequency curve, ogive curve	**15**	**CO1**
2	**Module II: Elementary Statistics** Measurement of central tendency: Mean, median, mode, quartile, deciles, and percentile. Measures of dispersion: mean deviation, standard deviation. Business application of statistical tools and techniques. Skewness and Kurtosis.	**15**	**CO2**
3	**Module III: Matrices and Linear Programming Matrices:** Types of matrices, algebra of matrices. Solution of equations. Linear programming: Two variables problem, formulation, solution by graphical method.	**15**	**CO3**
4	**Module IV: Probability, Correlation, Regression and AI Applications** Probability: Definition, addition and multiplication rule, conditional probability, Bayes' theorem, Binomial, Poisson and Normal distribution. Correlation and Regression: Scatter diagram, Karl Pearson's coefficient of correlation, rank correlation, simple linear regression, method of least square. Basic concepts and applications of AI in business analytics; comparison with traditional techniques; and ethical issues in AI-based decision-making.	**15**	**CO4**

Suggested Readings

- Tulsian P.C., Business Statistics, S. Chand Publication, New Delhi.
- Pundir, Mathematical Foundation for Business Administration, Pragati Prakashan.
- Zameeruddin, Khanna and Bhambri, Business Mathematics, Vikas Publishing.
- Raghavachari, Mathematics for Management, Tata McGraw Hill, 2004.

Course Articulation Matrix														
PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1														
CO2														
CO3														
CO4														
Avg														

Program	Bachelor of Business Administration				
Year	II	Semester		III	
Course Name	Marketing of Services	L	T	P	Credit
Course Code	NBBA6303	3	1	0	4
Course Objectives	To familiarize students with: The understanding of the foundations of service marketing, bank marketing, and its marketing mix. A comprehensive description of hotel and tourism industry, its marketing and marketing of some selected services.				
Course Outcomes					
CO1	Understand the basic concept of services marketing				
CO2	Illustrate the marketing mix for services and impact of technology				
CO3	Analyse banking and tourism marketing services				
CO4	Evaluate and formulate AI based Service Marketing				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Module I : Introduction** Basics of Service Marketing, Nature and Types of Services, Difference between Service and Goods, Unique Characteristics of Services, Importance of Service Quality and Service Components, Framework for Marketing of Service, Improving Services, Relationship Marketing. Environment for Service Marketing: Macro and Micro Environment, Understanding Service Customer, model of Service, Consumer Behaviour. Market Segmentation and Selection: Service Marketing Segmentation, targeting and Positioning.	15	CO1
2	**Module II: Service Marketing Mix and International MOS** Service Marketing Mix: Need for Expanded Marketing Mix, Planning for Service Offer, Pricing, Promotion & Distribution of Services, Management of People, Process and Physical Evidence, Matching Demand and Supply of Services, Service MarketingTriangle. International Marketing of Services and GATT. The Service Based Business Plan. The Future of Marketing of Services. Technological Changes and The Services.	15	CO2
3	**Module III: Marketing of Selected Services** Bank Marketing: Structure of Bank Product, The Marketing Mix of Banking Services, Tourism Marketing: Tourism Product, Formulation of Marketing Mix for Tourism Industry. Hospital Marketing: Marketing Mix for Hospital Services, Hotel Marketing: The Concept and Its Topology, , Formulation of Marketing Mix of Hotel Industry. International Services, Education, Consultancy Services, Transportation Services and Communication Services. , Personal Care Service.	15	CO3
4	**Module IV : AI-Based Service Marketing** Introduction to Artificial Intelligence in Service Marketing, Role of AI in Understanding Service Customers, AI-Driven Customer Experience Management, Chat bots and Virtual Assistants in Service Delivery, AI in Service Personalization and Recommendation Systems, AI in Pricing and Revenue Management, AI-Enabled CRM Systems, Ethical Issues and Challenges in AI-Based Services, Future Scope of AI in Service Marketing	15	CO4

Suggested Readings

- Donald, Cowell. Marketing of Service, Heinemann, London.
- Lovelock, C.H., Services Marketing, Prentice Hall, London.
- Duhan, S. & Bansal, S. (2022), *Artificial Intelligence for Business*, McGraw Hill India

Course Articulation Matrix														
PO-PSO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**	**PSO1**	**PSO2**
CO1														
CO2														
CO3														
CO4														
Avg														

<table>
<tr><td>Program</td><td colspan="5">Bachelor of Business Administration</td></tr>
<tr><td>Year</td><td>II</td><td colspan="2">Semester</td><td colspan="2">III</td></tr>
<tr><td>Course Name</td><td>Cost and Management Accounting</td><td>L</td><td>T</td><td>P</td><td>Credit</td></tr>
<tr><td>Course Code</td><td>NGE67105</td><td>4</td><td>0</td><td>0</td><td>4</td></tr>
<tr><td rowspan="4">Course Objectives</td><td colspan="5">Familiarize students with management accounting concepts related to the managerial functions of planning, control, and decision-making.</td></tr>
<tr><td colspan="5">Develop understanding of tools and quantitative techniques used to analyze how business processes consume resources and create value for a firm.</td></tr>
<tr><td colspan="5">Enhance the ability to evaluate data and develop analytical skills necessary to diagnose complex business problems in an accounting context.</td></tr>
<tr><td colspan="5">Develop an understanding of the application of Artificial Intelligence (AI) in management accounting, including the use of AI-driven tools for data analysis, forecasting, decision support, and improving the accuracy and efficiency of managerial decision-making processes.</td></tr>
<tr><td colspan="6">Course Outcomes</td></tr>
<tr><td>CO1</td><td colspan="5">To understand the usefulness of management accounting in managerial decision-making and to evaluate its role within an organization</td></tr>
<tr><td>CO2</td><td colspan="5">To illustrate the use of financial statement analysis and the various methods employed to evaluate a company’s financial performance.</td></tr>
<tr><td>CO3</td><td colspan="5">To analyze cost behavior and use this information in a range of managerial decisions through Marginal Costing and Standard Costing techniques</td></tr>
<tr><td>CO4</td><td colspan="5">To assess budgets and budgetary control systems, including the preparation and evaluation of different types of budgets.</td></tr>
</table>

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Module I: Management Accounting, & Introduction to Artificial Intelligence in Management Accounting:** Meaning, Nature, Scope, and Function of Management Accounting ,Role of Management Accounting in Decision-Making, Management Accounting Vs Financial Accounting, Tools and Techniques of Management Accounting, Introduction to Artificial Intelligence, AI in Decision Making & Management Accounting, Basic AI Technologies Relevant to Management.	15	CO1
2	**Module II: Cost Accounting & Introduction to Artificial Intelligence in Cost Accounting** Concept of Cost and Costing-Importance and Features of Costing, Cost Classification, Cost Units and Cost Centers, Cost Accounting System. Artificial Intelligence in Cost Accounting-AI for predictive cost analysis and forecasting, Automation of repetitive accounting and reporting tasks, AI-driven cost optimization and decision support.	15	CO2
3	**Module III: Marginal and Standard Costing** Marginal Costing as a Tool for Decision Making-Meaning, Advantages, limitation, Applications. Cost-Volume-Profit (CVP) Analysis, Artificial intelligence -Driven Forecasting for CVP Analysis. Standard Costing and Variance Analysis- material cost and labour cost analysis. Artificial intelligence for Labor and Material Cost Optimization	15	CO3
4	**Module IV: Budgeting for Profit Planning, Control and AI** Meaning of Budget and Budgetary Control- Objectives of Budgetary Control, Merits and Limitations, Types of Budgets. AI in Budget Forecasting, Automated Budget Reporting, Financial Statements Analysis and AI: Meaning and components of financial statements, Objective, Methods of financial Statement Analysis: Ratio	15	CO4

	Analysis, Fund flow statement, Cash Flow Statement as per Accounting Standard-3, Applications of AI in Financial Statement Analysis. AI in Cash Flow Management		

Suggested Readings

- M. Y. Khan, & P. K. Jain. Management Accounting. McGraw Hill Education.
- S. N. Maheshwari. Management Accounting. Sultan Chand & Sons.
- R. K. Sharma. Management Accounting. Kalyani Publishers.
- M. N. Arora. Cost and Management Accounting. Vikas Publishing.

Online Resources

- eGyanKosh. (nd.). Cost and Management Accounting. Retrieved from https://egyankosh.ac.in/handle/123456789/71348
- NPTEL. (n.d.). Cost Accounting. Retrieved from https://onlinecourses.nptel.ac.in/noc20_mg53/preview

Course Articulation Matrix														
PO-PSO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**	**PSO1**	**PSO2**
CO1														
CO2														
CO3														
CO4														
Avg														

Program	**Bachelor of Business Administration**				
Year	**II**	**Semester**		**III**	
Course Name	Cyber Security	**L**	**T**	**P**	**Credit**
Course Code	NGE67106	**4**	**0**	**0**	**4**
Course Objectives	To familiarize students with: Various aspect of cyber security including digital signatures, electronic records, data protection, and government regulatory framework.				
Course Outcomes					
CO1	To understand the various domains of cyber security.				
CO2	Describe the use of digital signatures and their use in electronic records.				
CO3	Examine the concept of data privacy and the scope of IT Act, 2000.				
CO4	Assess various issues, challenges and threats in cyber security.				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Module I: Introduction** Cyber Security – Concept, Digital Privacy, Security risks - Malware, Hacking, Pharming, Phishing, Ransomware, Adware and Spyware, Trojan, Virus, Worms, WIFI Eavesdropping, Scareware; Antivirus and Other Security solution, Password, Secure online browsing, Email Security, Social Engineering; IT Act, 2000. E-Money, regulations of PPI (Pre-Payment Instruments) by RBI, Electronic Money Transfer, Privacy of Data and Secure Ways of Operation in cyber space.	15	CO1
2	**Module II: Digital Signatures and Electronic Records** Cryptography – Encryption and Decryption; Concept of public key and private key; Creation and authentication of digital signature; Electronic signature certificates; Certification authorities and their role. Electronic Records -Concept, authentication, applications, usage and legal recognition of electronic records; Legal recognition of digital signatures; Retention of Electronic Records; Intermediaries and their liabilities; Attribution, acknowledgement and dispatch of electronic records; Secure electronic records and digital signatures; Digital signatures in Government and its agencies.	15	CO2
3	**Module III: Data Protection** Data Protection on Internet - Concept of privacy, right to privacy, Threat to privacy on internet, Ingredients to decide confidentiality of information, Breach of sensitive personal information and confidentiality under IT Act and penalties for the same, Right of Interception under IT Act, Legal provisions and limitations, Different offences under IT Act, 2000.	15	CO3
4	**Module IV: Cyber Security- Issues and Challenges** Cyber Crimes; Sources of cybercrime law (substantive and procedural); Cyber Crimes Vs. Conventional Crime; Reasons for cyber-crimes and cyber criminals; Cyber Crimes against Individuals, Institution and State; Cyber Crimes: Hacking, Digital Forgery, Cyber Stalking/Harassment, Identity Theft & Fraud, Cyber Terrorism, Cyber Defamation, Salami attacks- Web Jacking, Malware, DDoS attacks, and Botnets; Preventive measures under IT Act, 2000. Block chain-concept and security benefits.	15	CO4

Suggested Readings

- Craig, B. (2012). Cyber Law: The Law of the Internet and Information Technology. London: Pearson Education.
- Dietel, H. M. (2001). E-business and E-commerce for managers. London: Pearson Education.
- Ismail, N., & Cie, E. L. Y. (2013). Beyond Data Protection: Strategic Case Studies and Practical Guidance. Berlin: Springer.
- Rattan, J. (2017). Cyber Laws & Information Technology. New Delhi: Bharat Law House Pvt. Ltd.

Course Articulation Matrix														
PO-PSO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**	**PSO1**	**PSO2**
CO1														
CO2														
CO3														
CO4														
Avg														

Program	Bachelor of Business Administration				
Year	II	Semester		III	
Course Name	Leadership & Personality Development	L	T	P	Credit
Course Code	NSMCC67101	3	0	0	3
Course Objectives	To familiarize students with: The concept of leadership and challenges related to it The importance of evaluating the self for personality development				
Course Outcomes					
CO1	Demonstrate the understanding of leadership concept, styles and theories				
CO2	Analyze and interpret effective leadership skills for optimum utilization of human resources				
CO3	Apply professional communication, workplace etiquette, time management, and AI-enabled decision-making skills to enhance effectiveness in organizational settings.				
CO4	Evaluate the role of AI, self-awareness, communication, and leadership skills in personality development and effective team management.				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Introduction to Leadership** Concept and nature of Leadership, Styles of Leadership, Leadership vs. Management Trait theory of Leadership, Behavioral theory of Leadership, Situational Theory of Leadership, Transformational & Transactional Leadership, Recognition and motivating tips for leading Staff. AI vs. Human Leadership	12	CO1
2	**Leadership Skills** Basic Leadership Skills, Emerging trends in leadership, Emotional Intelligence & leadership, Nature of Executive leadership, Emotional Intelligence & leadership, Ethical leadership & issues. Patterns of leadership effectiveness, Ethical challenges of AI in Leadership	11	CO2
3	**Professionalism & Grooming** Meaning of professionalism, Developing Professionalism at workplace, Goal setting & Time management, Dress and grooming for Success, Work ethics and Business Etiquettes, Role of verbal and non-verbal Communication in Organization, Barriers to Communication. Role of AI in enhancing professionalism, AI in Communication & Decision making	11	CO3
4	**Personality Development & Leadership** Concept of Personality, Determinants of Personality, Significance of Personality Development, Self-awareness and self-concept, Johari Window, SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats) Group Communication, Active Listening, Art of Public Speaking, improving public speaking skills, Building effective Teams, Stress management, Role of AI in personality development	11	CO4

Suggested Readings

- John Mitchell, Natalie Mitchell & Bogdan Gudzenko (2012)-Leadership Development
- Hurlock, E.B. (2006), Personality Development, TMH, New Delhi.
- Stephen P.Robbins, Organization Behaviour, Pearson Prentice Hall.
- Uday Kumar Haldar – Leadership & Team Building

Online Resources

- Personality Development, Dr Sweta Sanjog Mehta, Swayam Portal https://onlinecourses.swayam2.ac.in/cec21_mg22/preview#:~:text=The%20course%20aims%20to%2

0cause,in%20one's%20life%20and%20career.

- Leadership Prof Kalyan Chakravarty and Prof Tuhenna Mukherjee, Swayam Portal https://onlinecourses.nptel.ac.in/noc19_mg34/preview

Course Articulation Matrix														
PO-PSO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**	**PSO1**	**PSO2**
CO1														
CO2														
CO3														
CO4														
Avg														

Program	**Bachelor of Business Administration**				
Year	**II**	**Semester**		**III**	
Course Name	**Planning for New Venture**	**L**	**T**	**P**	**Credit**
Course Code	**NSMVC67103**	**2**	**0**	**0**	**2**
Course Objectives	To familiarize students with: To give exposure to learners regarding different aspects of setting up a new business.				
Course Outcomes					
CO1	To understand how to generate a business idea using different techniques and describe sources of innovative ideas. To understand design thinking methods and AI-enabled tools for creating and verifying creative business concepts in digital and platform-based settings.				
CO2	Examining the sources for entrepreneurial capital and ascertaining the criteria for evaluating new venture. Examining various sources of entrepreneurial capital including venture capital, fin tech platforms, government schemes, and applying criteria for evaluating new venture proposals.				
CO3	Analyzing the business plan preparation for new ventures.				
CO4	Assessing the marketing plan for new ventures on the parameters of Customer analysis, Geographical Analysis, Economical Analysis, Linguistic Analysis, Sales Analysis, Competition Analysis and Market Research. Assessing the effectiveness of marketing plans for new ventures using customer, geographical, economic, and competitive analysis along with digital marketing and AI-based marketing automation.				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Module I: Starting New Ventures** Meaning and features. Opportunity identification. The search for new ideas. Source of innovative ideas. Techniques for generating ideas. Entrepreneurial imagination and creativity: The role of creative thinking. AI Tools for Idea Validation, innovation (Chat GPT, Google Trends, AI market research tools), Problem-Solution Fit & Product-Market Fit, Digital & Platform-Based Business Models (Uber, Swiggy, Amazon, SaaS models), Basics of AI in Entrepreneurship (No-code AI tools for startups)	**8**	**CO1**
2	**Module II: Search for Entrepreneurial Capital** The Entrepreneur's Search for Capital. The Venture Capital Market. Criteria for evaluating New-Venture Proposals. Evaluating the Venture Capitalist. Financing stages. Alternate Sources of Financing for Indian Entrepreneurs. Fin Tech & Digital Funding Platforms, AI in Financial Forecasting (AI-based budgeting & predictive analytics tools)	**7**	**CO2**
3	**Module III: Business Plan Preparation for New Ventures** Business Plan: Concept. Pitfalls to Avoid in Business Plan. Benefits of a Business Plan. Developing a Well-Conceived Business Plan. Elements of a Business Plan: Executive Summary. Business Description.	**7**	**CO3**
4	**Module IV: Marketing Aspects of New Ventures** Developing a Marketing Plan: Customer Analysis, Geographical Analysis, Market Research. Sales Forecasting. Evaluation. Pricing Decision. Digital Marketing Strategy Performance Marketing (Google Ads, Meta Ads) Social Media Branding & Influencer Marketing AI-Based Marketing Automation (Chat bots, CRM AI tools)	**8**	**CO4**

Suggested Readings

- Allen, K. R. (2015). Launching New Ventures: An Entrepreneurial Approach. Boston: Cengage Learning.
- Barringer, B. R., & Ireland, R. D. (2015). Entrepreneurship: Successfully Launching New Ventures. London: Pearson.
- Kuratko, D. F., & Rao, T. V. (2012). Entrepreneurship: A South-Asian Perspective. Boston: Cengage Learning.

Course Articulation Matrix														
PO-PSO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**	**PSO1**	**PSO2**
CO1														
CO2														
CO3														
CO4														
Avg														

Program	**Bachelor of Business Administration**				
Year	**II**	**Semester**		**IV**	
Course Name	**Human Resource Management**	**L**	**T**	**P**	**Credit**
Course Code	**NBBA6401**	**3**	**1**	**0**	**4**
Course Objectives	To familiarize students with: the understanding of Human Resource Management and its role in modern organizations. the emerging trends in HRM including sustainability, gig workforce management, and AI-enabled HR practices.				
Course Outcomes					
CO1	Demonstrate the understanding of the scope and functions of HRM				
CO2	Analyze training, development, and performance appraisal methods to enhance employee learning, skill development, and organizational effectiveness.				
CO3	Apply compensation, welfare, health, safety, and stress management practices along with AI-enabled employee engagement and wellness tools to improve employee well-being and organizational performance.				
CO4	Evaluate the role of E-HRM, sustainable HR practices, diversity management, and gig workforce management in addressing contemporary workplace challenges.				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Introduction to HRM** Concept, objectives, importance and functions of HRM. Trends shaping HRM, Personnel policies, programs and procedures. Job analysis: Use & process. Manpower planning: meaning, need and process. Recruitment: Factors affecting recruitment, sources of recruitment. Selection: Process, selection test, interview, group discussion. Orientation. Placement. Promotion. Demotion and Transfer. AI-enabled HRM: Artificial Intelligence in recruitment and selection, including resume screening, chatbots, conducting aptitude, personality, and skill-based online tests, Automated scoring and instant feedback systems.	**15**	**CO1**
2	**Human Resource Development and Performance Appraisal** HRD: Meaning, need, HRD mechanisms, processes and outcomes, Objectives and importance of training, On- the- job and Off-the-Job training methods, Development methods: case study, business games, in-basket, role playing, coaching, understudy, position rotation, and multiple management. Performance Appraisal: objectives and methods. AI in employee upskilling and reskilling. Bias free appraisal system using AI.	**15**	**CO2**
3	**Compensation and Reward Management, Employee Relations** Components of pay structure, Wage and salary administration, Pay for performance, Individual and group-based Incentive plans, Fringe benefits. Job evaluation: concept and methods, Welfare activities, Health and safety of workers, social security measures Stress Management: Definition, sources of stress, consequences and stress management strategies. AI-based engagement surveys, AI powered wellness platform-Mental health chatbots and virtual counselors	**15**	**CO3**
4	**Emerging Trends in HRM** E-HRM: meaning, and advantages. Diversity and inclusion at workplace, Remote/hybrid workforce management, Sustainable HR practices (S-HRM), Triple bottom-line approach, green recruitment and performance systems, Types of gig workers, managing gig workers, Challenges in Managing Gig Workers.	**15**	**CO4**

Suggested Readings

- Aswathappa K., Human Resource and Personnel Management, TMH,5thEdition.
- Rao V.S.P., Human Resource Management: Text and Cases, Excel Books, 2nd edition.
- Ivansevich, Human Resource Management, Tata McGrawHill,10thEdition.
- Ben Eubanks (2018). Artificial Intelligence for HR: Use AI to Support and Develop a Successful Workforce. Kogan Page Publishers, 2018
- Strohmeier, Stefan (2022). Handbook of Research on Artificial Intelligence in Human Resource Management. Edward Elgar Publishing, 2022

Course Articulation Matrix														
PO-PSO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**	**PSO1**	**PSO2**
CO1														
CO2														
CO3														
CO4														
Avg														

Program	Bachelor of Business Administration				
Year	II	Semester		IV	
Course Name	Financial Management	L	T	P	Credit
Course Code	NBBA6402	4	0	0	4
Course Objectives	To familiarize students with: Financial decisions made by financial managers.				
	Theories of finance.				
	Techniques which assist in the decision-making process.				
	Capital Structure for the value maximization of the firm.				
Course Outcomes					
CO1	Understand financial management techniques with their implications in business. Understanding investment and financial decisions to maximize the value of the firm and Shareholder's wealth maximization.				
CO2	Evaluate and make capital budgeting decisions based on NPV, IRR and PI concepts.				
CO3	Analyzing the relevance of Cost of capital and weighted average cost of capital. Prepare the working capital requirements of different projects and firms.				
CO4	Assessing how specific techniques and decision rules can be used to develop Capital structure for an organization. Reconcile the leverage effect of capital mix and impact of leverage.				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Module I: Introduction** Nature and scope of financial management, finance function, profit/wealth maximization. Functions of financial managers. Concept of time value of money. Sources of finance: Short Term sources, long term sources and shares, debentures	15	CO1
2	**Module II: Investment Decision** Meaning, objectives, nature of investment decisions. Pay back methods, Net Present value method, profitability index, and internal rate of return method. Working capital management: meaning, scope, Importance, determinants and sources. Approaches of working Capital Management of Cash, inventories and receivables.	15	CO2
3	**Module III: Cost of Capital** Introduction, significance, concept, components of cost of capital. Weighted Average Cost of Capital. Capital Structure: meaning, forms and determinants of capital structure, operating and financial leverage, planning the capital structure by EBIT-EPS Analysis.	15	CO3
4	**Module IV: Fin tech and Sustainable Finance:** Concept of Fin tech & its Advantages, Traditional Finance Vs. Fin tech, Digital India and its role in promoting Fin Tech Drivers of Fin Tech Trends driving Fin tech adoption, AI governance: Risks and Ethics Sustainable Finance: The need for sustainable business practices Fin tech and society, Fin Tech Ecosystem and Emerging Sectors, Enabling green economic growth	15	CO4

Suggested Readings

- Maheshwari S.N., Financial Management, Principles and Practice, Sultan Chand and Sons, 9th Edition 2004.
- Khan M. YandJain P.K., Financial Management, Tata Mc GrawHill, 2001,3rd Edition.
- Pandey I. M., Financial Management, Vikas Publishing House, Revised Ed., 2003

Online Resources

- eGyanKosh: Financial Management online available at https://www.egyankosh.ac.in/handle/123456789/3161
- NPTEL: Financial Management for Managers online available at https://nptel.ac.in/courses/110107144

Course Articulation Matrix														
PO-PSO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**	**PSO1**	**PSO2**
CO1														
CO2														
CO3														
CO4														
Avg														

Program	Bachelor of Business Administration				
Year	II	Semester		IV	
Course Name	Brand Management	L	T	P	Credit
Course Code	NBBA6403	4	0	0	4
Course Objectives	To familiarize students with: To develop an understanding of the brand concept. Framework for managing brand equity and distinguishing different ways to leverage and measure brand equity, Variables that drive the success of brands				
Course Outcomes					
CO1	Understand the elements of brand , brand image and dimensions				
CO2	Apply brand strategy in Indian and Global markets				
CO3	analyze the various elements of brand building through communication				
CO4	Evaluate the impact of Artificial Intelligence (AI) on Brand Management				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Module I : Brand Concept** Brand concept: Nature and Importance of Brand, Types of brands, Strategic Brand Management Process, Brand Identity perspectives, Brand identity prism and Identity levels. Concepts and Measures of Brand Equity, Brand Resonance.	15	CO1
2	**Module II: Brand Strategies** Branding strategies and types, Strategic Brand Management process, Building a strong brand, Brand positioning, Establishing Brand values, Brand vision, Brand Elements, Branding for Global Markets: Opportunities and Challenges, Competing with foreign brands.	15	CO2
3	**Module III: Brand Image and Promotion** Brand image Building, Brand Image Dimensions, Brand Loyalty and Measures of Brand Loyalty, Brand Loyalty programs, Brand Promotion Methods, Role of Brand ambassadors, Online Brand Promotions. Ethics in Branding	15	CO3
4	**Module IV: Artificial Intelligence (AI) Applications in Branding** Role of Artificial Intelligence in Modern Brand Management, AI as a Strategic Tool for Brand Building, AI and Consumer Decision-Making in Brand Choice, Brand Equity & AI, Challenges of AI Adoption in Brand Management	15	CO4

Suggested Readings

- Brand Management, Harish V Verma, 2/e, Excel Book
- Best Practice Casesin Branding:Lessons from theWorld'sStrongestBrands,by Kevin Keller, Prentice Hall

Online Resources

- eGyanKosh: Brand Management online available at https://egyankosh.ac.in/bitstream/123456789/90627/1/Unit-11.pdf
- eGyanKosh: Brand Management online available at https://egyankosh.ac.in/handle/123456789/70032

Course Articulation Matrix														
PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1														
CO2														
CO3														
CO4														
Avg														

Program	**Bachelor of Business Administration**				
Year	**II**	**Semester**		**IV**	
Course Name	**Consumer Behavior**	**L**	**T**	**P**	**Credit**
Course Code	**NGE67107**	**4**	**0**	**0**	**4**
Course Objectives	To develop a comprehensive understanding of consumer behavior theories, determinants, and decision-making processes in both individual and organizational contexts, while examining the application of Artificial Intelligence and analytics in analyzing, predicting, and influencing consumer behavior				
Course Outcomes					
CO1	Understand the fundamental concepts, evolution, and research approaches of consumer behaviour.				
CO2	Analyse consumer decision-making processes and evaluate internal and external determinants influencing buying behaviour.				
CO3	Apply consumer behaviour models to marketing strategies in both B2C and B2B markets.				
CO4	Assess the role and implications of Artificial Intelligence and analytics in consumer behaviour and marketing decision-making.				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Module I :Introduction** Defining Consumer behavior. Scope and Application of Consumer behavior. Evolution of Consumer behavior as a Field Of Study and its relationship with Marketing: Behavioral Dimension. The interdisciplinary nature of Consumer behavior. Profiling the consumer and understanding their needs. Relevance of Market Research with Consumer behavior. Approaches to Consumer behavior Research.	15	CO1
2	**Module II :Consumer behavior Theory, Application and its Determinants** Consumer behavior Theory and Its Application to Marketing Strategy: Consumer buying Process, Extensive, Limited and Routine Problems-solving behavior. . Models of Consumers Decision Making. Internal Determinants of Consumer behavior: Needs, Motivation and Involvement, Information Processing and Consumer Perception, Learning, Attitude and Attitude Change, Personality, Psychograph, Values and Lifestyle. External Determinants to Buying behavior: Family and House Hold influences, Reference Groups and Social Class, opinion leaders ,Influence of Culture and Sub-culture.	15	CO2
3	**Module III: Opinion Leadership, Innovation & Diffusion and CB Models** Differences between: Industrial Markets & Consumer Market and Organizational & Consumer Buying. Buying Decisions in Organizational Buying Process: Types of Decision Making. Organization Buyer's Decision Making Process. Factors influencing Organizational Buying behavior. Decision Makers in Organizational Buying. Models of Industrial Consumer Buying behavior	15	CO3
4	**Module IV: Artificial Intelligence and Consumer Behaviour** Artificial Intelligence (AI): Concept, evolution, and relevance in marketing and consumer behaviour. Role of AI, Machine Learning, and Big Data in analysing consumer behaviour. AI in understanding consumer decision-making processes. Recommendation systems and personalization strategies in digital platforms. Chat bots, virtual assistants, and AI-enabled customer engagement.AI in Customer Relationship Management (CRM) and customer experience enhancement.AI in B2B and organizational buying behaviour.	15	CO4

Suggested Readings

- Schiffman and Kanuk, Consumer Behaviour, Prentice hall.
- Loudon, D.A., Consumer Behaviour, Concepts and Application, Tata McGraw Hill.
- Howard, John A., (1989).Consumer Behaviour in marketing Engle wood Cliffs, New Jersey, Prentice Hall Inc.
- Davenport, T.H. & Ronanki, R. – Artificial Intelligence for the Real World (HBR)
- Wedel, M. & Kannan, P.K. – Marketing Analytics for Data-Rich Environments

Course Articulation Matrix

PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1														
CO2														
CO3														
CO4														
Avg														

Program	Bachelor of Business Administration				
Year	II	Semester		IV	
Course Name	Event Management	L	T	P	Credit
Course Code	NGE67108	4	0	0	4
Course Objectives	To familiarize students with: The skills to plan and manage events.				
Course Outcomes					
CO1	Exhibit the capability to organize a formal event.				
CO2	Planning and Organizing events. Assessing risk management in event.				
CO3	Analysing event marketing, Public relations and promotional tools.				
CO4	Assessing Plans and prepare sponsorship proposals, vent associates and event sponsor.				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Module I: Introduction to Event Management** Event Management: meaning, functions and Scope, Types of Events; Roles & Responsibilities of Event Manager in different events. Planning and Organizing for Events: Characteristics of a Good Planner, SWOT Analysis, Understanding the client needs, identification of target audience; Event Planning Process: Outsourcing Strategies, working with Vendors, Negotiating Tactics, Accountability and Responsibility. Event Risk Management and IT for Event Management.	15	CO1
2	**Module II: Event Marketing and Promotion** Nature & Process of Marketing; Branding, Advertising; Publicity and Public relations. Types of advertising, merchandising, giveaways, competitions, promotions, website and text messaging. Media tools– Media invitations, press releases, TV opportunities, radio interviews. Promotional tools–Flyers, Posters, Invitations, Website, newsletters, blogs, tweets.	15	CO2
3	**Module III: Event Sponsorship** Sponsorship Event Partners, Event Associates. Event Sponsor: Importance of Sponsorship–for event organizer, for sponsor; Type of Sponsorship; Making sponsorship database; Sponsorship Proposal; Ways to seek Sponsorship; Closing a sponsorship; Research on sponsorship avenues; Converting sponsorship into partnership.	15	CO3
4	**Module IV: AI Application in Event Planning & Management** Nature, meaning, and scope of AI in event management and planning, legal and ethical consideration of AI, AI in event execution & technology management, AI driven event planning, AI- driven operations and planning's. Recent trends of AI in event planning & organizing.	15	CO4

Suggested Readings

- Conway, D. G. (2006).The Event Manager's Bible Devon: How to books Ltd.
- Goldblatt, J.(2005).Special Events: Event Leadership for a New World. New Jersey: John Wiley &Sons Inc.
- Hoyle, L. H. (2002).Event Marketing New Jersey: John Wiley & Sons Inc.

Online Resources

- eGyanKosh: Basics of Event Management online available at https://www.egyankosh.ac.in/handle/123456789/69654

- NPTEL: Basics of Event Management online available at https://onlinecourses.swayam2.ac.in/nou20_ge01/preview

Course Articulation Matrix														
PO-PSO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**	**PSO1**	**PSO2**
CO1														
CO2														
CO3														
CO4														
Avg														

Program	Bachelor of Business Administration				
Year	II	Semester		IV	
Course Name	Business Law	L	T	P	Credit
Course Code	NSMCC67102	3	0	0	3
Course Objectives	To familiarize Students with: Essential features of various business laws. Emerging legal issues in business. Ethical and logical approaches to deal with business issues and conflicts.				
Course Outcomes					
CO1	Have sound knowledge of law related to Indian contract act and understand essential features of valid Contract. Distinguish between Indemnity and Guarantee, Bailment and pledge and would know about the contingent contracts, remedies for breach of contacts.				
CO2	Examine the sales of goods act with Reference to formation of contract of sale and agreement to sell, conditions and warranties, sale of goods by non-owner, delivery of goods.				
CO3	Analyzing the nature and definition of Partnership.				
CO4	Understanding the kinds of negotiable instruments and their endorsements.				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Module I: Indian Contract Act** Introduction: Nature of Contract. Offer and Acceptance, Consideration, Capacity to contract, Free Consent, Quasi contracts, Contingent Contracts. Breach of Contract, Remedies for Breach of Contract. Digital Contract & E-Agreements.	12	CO1
2	**Module II: The Sale of Goods Act** Formation of Contract of Sale, and Agreement to Sell, Conditions & Warranties, Caveat Emptor, Sale of goods by the Non-Owners, Delivery of goods, Unpaid Seller and his rights, Remedies for breach of Contract of Sale.	11	CO2
3	**Module III: Partnership Act** Nature of partnership, Registration of firm and effect of non-registering, Rights and duties of partners, Position of Minor. Dissolution of the firm.	11	CO3
4	**Module IV: Negotiable Instrument Act** Negotiable instruments: Kinds, features, Crossing & Types. Payment in due course, holder, & holder in due course.	11	CO4

Suggested Readings

- Kuchhal M. C., Business Law, Vikas Publishing House, New Delhi, 2004.
- Kapoor N. D., Elements of Mercantile Law, Sultan Chand and Sons, New Delhi, 2003.
- Gulshan J.J., Business Law Including Company Law, 13th Edition, New Age International Publisher.
- Avtar Singh, Principles of Mercantile Law, 7th Edition, Eastern Book Company.

Course Articulation Matrix

PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1														
CO2														
CO3														
CO4														
Avg														

Program	Bachelor of Business Administration				
Year	II	Semester		IV	
Course Name	Entrepreneurship and Small Business Management	L	T	P	Credit
Course Code	NSMVC67104	2	0	0	2
Course Objectives	To familiarize students with: Knowledge needed to manage or own a business. Varied aspects of small-scale industries and entrepreneurship.				
Course Outcomes					
CO1	Understand the various entrepreneurial skills functions as well as entrepreneurial development programs				
CO2	Describe the small-scale enterprise with challenges and opportunities				
CO3	Analyze the role of financial institutions for entrepreneurial development				
CO4	Evaluate the operations of small scale enterprise and its performance assessment				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Module I: Introduction** Entrepreneurs – Evolution of concept, Types of entrepreneurs, traits of entrepreneur, managers, Entrepreneurs, Theories of Entrepreneurship, problems faced by entrepreneurs, Women Entrepreneurs, Rural Entrepreneurs, Roles & Importance in Indian Economy.	8	CO1
2	**Module II: Small Scale Enterprise** Establishing small scale enterprise: opportunities, scanning market, and assessment for small scale enterprise, selection of site and choice of technology. AI Tools for Market Research (Chat GPT, Google Trends, analytics tools), Customer Discovery & Validation (MVP concept), Business Model Canvas (BMC), Digital feasibility (E-commerce vs. offline vs. hybrid models), Competitor analysis using AI tools	7	CO2
3	**Module III: Project Planning and Institutional Arrangements** Analysis for financial feasibility, Project report preparation. Institutions for entrepreneurial development, state incentives, role of financial institutions. Startup Funding Stages (Bootstrapping, Angel, VC funding), Pitch Deck Preparation (Practical skill), Fin Tech & Digital Payments (UPI, Razor pay, etc.), AI in Financial Forecasting & Risk Analysis, Crowd funding Platforms	7	CO3
4	**Module IV: Management of Small Business** Small Business: Definitions, MSMED Act 2006, Strategic Planning and its steps for small business, Incentives and subsidies available to small business, forms of ownership, Registration as SSI Operating the small-scale enterprises. Issues in financial management, operations management, marketing management, organizational relations, and performance assessment. Digital Marketing (SEO, Social Media, Influencer Marketing), E-commerce Platforms (Amazon, Shopify, Meesho), AI in Business Operations (chat bots, automation), Startup Scaling Strategies (growth hacking), Performance Analytics (KPIs, dashboards, data-driven decisions), Sustainability & Green Entrepreneurship, Personal Branding for Entrepreneurs.	8	CO4

Suggested Readings

- Lalland Sahai, Entrepreneurship, Excel Books, 2nd Edition.
- Couger C, Creativity and Innovation, IPP, 1999.
- KakkarD. N., Entrepreneurship Development, Wiley Dreamtech.
- RaiA.K., Entrepreneurship Development, Vikas Publishing.

• 5.Sehgal and Chaturvedi, Entrepreneurship Development, UDH Publishing, 2013.

Course Articulation Matrix														
PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1														
CO2														
CO3														
CO4														
Avg														

Program	Bachelor of Business Administration				
Year	III	Semester		V	
Course Name	Business Policy and Strategy	L	T	P	Credit
Course Code	NBBA6501	4	0	0	4
Course Objectives	To familiarize students with: The core concepts, frameworks, and techniques of strategic management. The major initiatives taken by a company's top management involving resources and performance in internal and external environments				
Course Outcomes					
CO1	Understand the basic concept of policy and strategy its implementation in business practices and corporate governance and role of AI in decision making.				
CO2	Apply and build the firm's competitive advantage and integrate key functional areas into a unified strategic plan and role of AI in strategic planning.				
CO3	Demonstrate the importance of changes in economic, technological, Government, political and social focus on the formulation of a firm's strategy.				
CO4	Evaluate and recommend the implementation strategy through established models. Use of AI in performance monitoring of firm.				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Module I: Introduction** Nature & importance of Business Policy, Development Classification of Business Policy; Mechanism of policy making Business Policy and strategy. Business policy and corporate governance. Role of Artificial Intelligence in Business Decision Making.	15	CO1
2	**Module II: Strategic Planning and Management** Concept of corporate strategies, Strategic Planning: Process, importance and 7S framework. Strategic planning for: Multinationals, small businesses, non-profit organizations and public sector. Michael Porter Generic Competitive strategies, SWOT Analysis, PESTLE Analysis, AI-driven strategic planning in startups and digital enterprises.	15	CO2
3	**Module III: Strategy Formulation, Strategic Analysis and Choice** Objectives and goals of the organization. ETOP. Competitive analysis. Internal environment, scanning, mission and vision statement, SAP and KSF. Choice of strategy. Business level strategies: generic, cost leadership, differentiation and focus. Multi business strategies: coordination, diversification, & venturing.	15	CO3
4	**Module IV: Corporate Portfolio Analysis and Implementation** BCG, Ansoff model, Gap Analysis, GE model. Implementing strategy through business function, implementing strategy through structure. Leadership and Culture. AI in Performance Monitoring and Strategic Control.	15	CO4

Suggested Readings

- Lawrence R. Jauch. And Glueck William F., Business Policy and Strategic Management, Frank Brothers.
- Kazmi, Azhar, Business Policy, Tata McGraw-Hill, New Delhi, 2000.
- PearceII John A. And Robinson J.R. and Richard B., Strategic Management, AITBS.
- Wheelen Thomas L., Hunger J, .David. And Rangaragjan Krish., Concepts in Strategic Management and Business Policy, Pearson Education, 1st Ed.

Course Articulation Matrix														
PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1														
CO2														
CO3														
CO4														
Avg														

Program	**Bachelor of Business Administration**				
Year	**III**	**Semester**		**V**	
Course Name	**Industrial Relations and Labour Codes**	**L**	**T**	**P**	**Credit**
Course Code	**NBBA6502**	**4**	**0**	**0**	**4**
Course Objectives	To familiarize students with: A comprehensive understanding of India's reformed labour law framework, including Industrial Relations, Wages, Social Security, and Occupational Safety codes, and their practical implications for employers and workers. The emerging challenges in employment relations arising from automation and Artificial Intelligence, with a focus on legal, ethical, and governance issues in the world of work.				
Course Outcomes					
CO1	Demonstrate the understanding of the concept of IR and basic provisions related to Code on Wages.				
CO2	Understand the provisions of the Industrial Relations Code, and evaluate their practical implications in industrial relations				
CO3	Understand and interpret the provisions of the Code on Social Security,				
CO4	Understand workplace safety, health, welfare, and working condition provisions under the OSH Code and the implications of AI on employment relations.				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Introduction to Industrial Relations & Code on Wages** Background of Industrial Relations – Definition, scope, objectives, factors affecting IR, participants of IR, importance of IR.Approaches to Industrial relations system in India. Code on Wages (2019): Need for labour law reforms, Consolidation of earlier wage laws. Definition of Wages, Components included in wages, Concept of minimum wage: National Floor Wage, Fixation & revision of minimum wages. Payment of Wages: Time and mode of wage payment, Wage period, Permissible deductions, Overtime provisions	**15**	**CO1**
2	**Industrial Relations Code (2020):** Objectives and Scope of the Code, Definitions: Worker, Employer, Industry, Establishment. Trade Union Registration, Rights and Liabilities of Trade Unions. Collective Bargaining: Meaning and process, Pre-requisites for effective bargaining, Industrial Disputes: Meaning and Types, Grievance Redressal Mechanism, Conciliation and Adjudication (Industrial Tribunal), Strikes and Lockouts – Notice and Legality	**15**	**CO2**
3	**Code on Social Security (2020)** Definitions under Social Security Code, Employee's Compensation and Benefits, The Concept of arising out of and in the course of employment. Different Benefits under the ESI Scheme, Employee's Provident Fund, and Gratuity.	**15**	**CO3**
4	**Occupational Safety, Health, and Working Conditions Code (2020)** Definitions, Occupational Safety and Health, Health Safety and Working Conditions, Welfare Provisions, Regulation of Working hours, Duties of Employer and Employees, Special Provisions relating to Employment of Women, Hours of Works, Annual Leave with Wages. Impact of Artificial Intelligence on Employment Relations, Automation and Job Displacement, AI-driven Workforce Restructuring & Retrenchment Issues, Legal & Ethical Implications of AI in Labour Administration.	**15**	**CO4**

Suggested Readings

- Taxmann's New Labour Codes, 1st Edition 2025, Taxmann Publications Private Ltd.
- Mamoria C.B, Industrial Relation, Himalaya Publication.
- Sinha, Industrial Relations, Trade Unions and Labour Legislation, Pearson Ed.
- Soumi Majumder and Bitan Misra, AI-Empowered Industrial Relations (Studies in Computational Intelligence Book 1254) by, 2026 (ISBN-13 978-3032145574)

Online Resources

- https://egyankosh.ac.in/handle/123456789/6912
- https://egyankosh.ac.in/handle/123456789/4177
- https://archive.nptel.ac.in/courses/129/105/129105006/

Course Articulation Matrix														
PO-PSO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**	**PSO1**	**PSO2**
CO1														
CO2														
CO3														
CO4														
Avg														

Program	**Bachelor of Business Administration**				
Year	**III**	**Semester**		**V**	
Course Name	**Supply Chain Management**	**L**	**T**	**P**	**Credit**
Course Code	**NBBA6503**	**3**	**1**	**0**	**4**
Course Objectives	To familiarize students with: Basic concepts in Supply Chain Management and allied functions and Recent issues in Supply Chain Management				
Course Outcomes					
CO1	Understand the different aspects of Supply Chain Management with a focus on to create a successful venture with decision- and system-oriented perspective				
CO2	To analyze the structure of Supply Chain Management				
CO3	To describe the Supply Chain Management Building blocks.				
CO4	To evaluate recent issues in SCM				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Module I: Supply Chain Concepts:** Concept & Definitions in Supply Chain, Objectives of a Supply Chain, Stages of Supply chain, Cycle view of Supply Chain Process, Decision Phases in Supply Chain Management, Key issues in SCM, Supply Chain Management Framework, Supply Chain Components, Flows in Supply Chain Management, Obstacles of streamlined SCM.	**15**	**CO1**
2	**Module II: Supply Chain Management Structure:** Basic Terms from Supply Chain Management such as -Upstream, Downstream, Information/Material Flow, Push/Pull System, Value added services, Structure of a SC, Push based SC, Pull based SC, Trade-off between Push & Pull, Identifying appropriate Push & Pull Strategy for SC,	**15**	**CO2**
3	**Module III Supply Chain Management Building Blocks:** Supply Chain Drivers and Obstacles, Resources & capacity Management, Procurement & supplier focus, Inventory Management, Operations Management, Distribution Management in SCM, Bullwhip effect.	**15**	**CO3**
4	**Module IV: Recent Issues in SCM :** Use AI algorithms for sentiment analysis, Implementing AI-based predictive analytics to improve demand forecasting accuracy. Use of machine learning to recommend products or services based on purchase history. Intelligent Automation: Use AI-powered bots to automate order processing, invoicing, and scheduling. Real-time Tracking: Integrate AI with IoT sensors for predictive maintenance and logistics optimization. Smart Inventory Control by AI , Blockchain , AI Integration: For enhanced transparency and fraud detection in the supply chain. CRM Vs. SCM, Outsourcing-basic concept, Future of SCM	**15**	**CO4**

Suggested Readings

- Raghuram G. (I.I.M.A.) - Logistics and Supply Chain Management (Macmillan, 1st Ed.)
- Krishnan Dr. Gopal - Material Management, (Pearson, New Delhi, 5th Ed.)
- Agarwal D.K. - A Text Book of Logistics and Supply chain Management (Macmillan, 1st Ed.).
- Sahay B.S. - Supply Chain Management (Macmillan, 1st Ed.)
- Chopra Sunil and Peter Meindl - Supply chain Management (Pearson, 3rd Ed.)
- Sarika Kulkarni : Supply Chain Management, Tata Mc- Ashok Sharma Graw Hill Publishing Co Ltd., New Delhi, 2004

Online Resources

- https://egyankosh.ac.in/handle/123456789/17460
- https://archive.nptel.ac.in/courses/110/105/110105141/

Course Articulation Matrix														
PO-PSO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**	**PSO1**	**PSO2**
CO1														
CO2														
CO3														
CO4														
Avg														

Program	**Bachelor of Business Administration**				
Year	**III**	**Semester**		**V**	
Course Name	**Research Methodology**	**L**	**T**	**P**	**Credit**
Course Code	**NDSE67101**	**4**	**0**	**0**	**4**
Course Objectives	To familiarize students with: Concept and relevance of marketing research. Marketing research process and report preparation.				
Course Outcomes					
CO1	Understand the basic concept of Research methodology and its implementation in various business situations.				
CO2	Examining the impact of sampling and its techniques and sources of data collection. Formulate sampling frameworks and apply digital and AI-based tools for collecting and managing logistics-related data.				
CO3	Analyzing measurement scale and data processing. Apply and relate decisions to formulate a good hypothesis. Explain data processing, statistical techniques, and the use of analytical tools for solving supply chain problems.				
CO4	Assessing clear and meaningful understanding of business reports and its characteristics. Demonstrate the preparation of research reports and presentations using AI tools while maintaining ethical and professional standards.				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Module I: Introduction to Research** Meaning, Objectives, types and Importance of Research. Research Process and criteria of good research. Research problem, techniques involved in defining a problem.	**15**	**CO1**
2	**Module II: Sampling Design & Data Collection** Sampling Design: Census & Sample Surveys; Steps in Sampling Design, Types of Samples Designs-Probability & Non-Probability sampling. Secondary data, Primary data: Survey, Observation, Experimentation, Case-Study method, criteria for constructing Questionnaires or Schedules. Guidelines for successful interviewing. Google Forms / Survey tools (hands-on), AI-based questionnaire generation, Data collection through social media & digital platforms, Introduction to web scraping (basic concept only)	**15**	**CO2**
3	**Module III: Measurement Scale and Data Processing** Measurement scales: Nominal, Ordinal, Interval and Ratio scales. Important scaling techniques, Processing & Analysis of Data: Processing operations; problems in processing; types of analysis, Hypothesis Testing: Chi-square test, Z-test, t-test, F-test. Excel for data analysis (practical), Introduction to AI tools for analysis (Chat GPT, Excel AI, Power BI basics), Data visualization basics (dashboard concept), Interpretation for business decisions	**15**	**CO3**
4	**Module IV: Report Writing** Presentation: Diagram, Graphs, Charts, Importance of Report Writing, steps in report writing. Layout of the research report, Precautions for writing research report. Application of research in business management. AI-assisted report writing (Chat GPT, Grammarly), Presentation tools (Canva, Power Point), AI ethics: plagiarism, bias, misuse, Referencing tools (basic – Zotero / Men deley intro), Industry-style report format.	**15**	**CO4**

Suggested Readings

- Beri, G.C., Marketing Research, Tata McGraw Hill, 2003.
- Gupta, S.L., Marketing Research, Excel Books, 2004.
- Aaker, Marketing Research, John Willey & Sons, 2001.
- Tull & Hawkins, Marketing Research, Prentice Hall of India, 2000.

Course Articulation Matrix														
PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1														
CO2														
CO3														
CO4														
Avg														

Program	**Bachelor of Business Administration**				
Year	**III**	**Semester**		**V**	
Course Name	**Digital Governance**	**L**	**T**	**P**	**Credit**
Course Code	**NDSE67102**	**4**	**0**	**0**	**4**
Course Objectives	To familiarize students about: Generating human resources with the right skills, knowledge, and aptitude and leadership qualities for effective implementation of e-Governance Projects, by studying e-Governance models and its characteristics. To make aware students about scope of e-Governance in the State through various sectors and services.				
Course Outcomes					
CO1	Understand and critique the various roles attributed to government				
CO2	Apply legal/human/Technological /Infrastructural preparedness in digital system				
CO3	Describe about data mining and data warehousing				
CO4	Evaluate the e-governance in Indian perspective through case studies				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Module 1 Overview of E-Governance and its Models:** Introduction to E-Governance: Needs of E-Governance, Issues in E-Governance applications and Digital Divide; Evolution of E-Governance, its scope and content; Present global trends of growth in E-Governance; Evolution in E-Governance and Maturity Models: Five Maturity Levels; Characteristics of Maturity Levels; Key areas; Towards Good Governance through E-Governance Models. Digital India Initiative (Digi-locker UMANG)	**15**	**CO1**
2	**Module 2: E-Governance Infrastructure, Strategies:** E-readiness: Digital System Infrastructure, Legal Infrastructural Preparedness, Institutional Infrastructural Preparedness, Human Infrastructural Preparedness, Technological Infrastructural Preparedness; Digital Public Infrastructure	**15**	**CO2**
3	**Module 3 Applications of Data Mining in E-Governance:** Introduction of Data warehousing and Data mining in E- Governance; National Data Warehouses: Census Data, Prices of Essential Commodities; Other areas for Data Warehousing and Data Mining: Agriculture, Rural Development, Health, Planning, Education, Commerce and Trade, Other Sectors. Introduction to Power BI	**15**	**CO3**
4	**Module 4: Case Studies of E-Governance in Indian perspective** • Smart Nagar palika-Computerization of Urban Local Bodies (Municipalities) • NICNET-Role of Nationwide Networking in E- Governance • Ekal Seva Kendra • Aadhar • E-Suvidha • Bhulekh • AI in Automation	**15**	**CO4**

Suggested Readings

- C.S.R. Prabhu, "E-Governance: Concepts and Case Studies", Prentice-Hall of India Private Limited, 2004.
- N. Gopalsamy, "Information Technology & e-Governance", New Age Publication, First Edition 2009.
- Backus, Michael, "e-Governance in Developing Countries", IICD Research Brief, No. 1, March 2001.
- Subhash Bhatnagar, "Unlocking E-Government Potential: Concepts, Cases and Practices

Course Articulation Matrix														
PO-PSO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**	**PSO1**	**PSO2**
CO1														
CO2														
CO3														
CO4														
Avg														

Program	**Bachelor of Business Administration**				
Year	**III**	**Semester**		**V**	
Course Name	**Financial Services**	**L**	**T**	**P**	**Credit**
Course Code	**NGE67109**	**4**	**0**	**0**	**4**
Course Objectives	To understand the concepts of Marchant banking, Royalty and consignment accounting and related financial services				
Course Outcomes					
CO1	To understand the functions of merchant banking and underwriting.				
CO2	To assess and apply the credit rating process and methodology				
CO3	To analyse the use of hire purchase and leasing business;				
CO4	To evaluate the functioning of mutual funds and venture capital industries;				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Module I: Merchant Banking** Meaning; Merchant Banks and Commercial Banks; Services of Merchant Banks; Regulation by SEBI; Evolution of merchant banking globally and in India, Shift from traditional issue management to investment banking model, Impact of digital finance and fintech platforms Underwriting: Meaning and Nature of Underwriting; Underwriting of Capital Issues in India. Book-building mechanism, Role of investment banks in large public issues.	**15**	**CO1**
2	**Module II: Royalty and Consignment Accounts** Royalty accounts: Meaning of Royalty, Minimum Rent and Short working. Accounting Treatment and preparation of Royalty Account (manually and using appropriate accounting software) including impact of Strikes & Lockouts, excluding Sub-lease. Consignment Accounts: Meaning and Features of consignment business, Difference between sale and consignment, Accounting treatments for consignment transactions and preparation of accounts in the books of consignor and consignee	**15**	**CO2**
3	**Module III: Hire-Purchase and Leasing** Conceptual Framework; Features; Hire-purchase and Credit Sale; Hire-purchase and Installment Sale; Legal Framework; Taxation Aspects; Banks and Hire- purchase Business; Bank Credit for Hire- purchase Business. Leasing and its types. Assess modern trends such as BNPL, digital lending and EV leasing. Digital lease platforms	**15**	**CO3**
4	**Module IV: Mutual Fund and Venture Capital Fund** Meaning and Classification of Mutual Funds; Organization of the Funds; Operation of the Funds; Net Asset Value & Performance evaluation (CAGR, Sharpe Ratio, Alpha & Beta), AI-based predictive analytics in fund performance; Mutual Funds in India; Regulation of Mutual Funds in India. Venture Capital Financing: Alternative Investment Funds. AI tools in portfolio management & automated rebalancing, Apply AI concepts in investment analysis and fund management.	**15**	**CO4**

Suggested Readings

- Khan, M. Y. (2005). Financial Services. New Delhi: Tata McGraw Hill Education.
- Gordon E. and Natarajan K. (2019). Financial Markets and Services. New Delhi: Himalaya Publishing House.

- Shanmugham, R. (2016). Financial Services. New Delhi: Wiley India
- Machiraju, H. R. (2010). Indian Financial System. New Delhi: Vikas Publishing House.
- Wright, M., Watkins, T, & Ennew, C. (2010). Marketing of Financial Services. Abingdon: Routledge.

Online Resources

- https://egyankosh.ac.in/bitstream/123456789/6427/1/Unit-3.pdf
- https://egyankosh.ac.in/bitstream/123456789/8085/1/Unit-5.pdf

Course Articulation Matrix														
PO-PSO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**	**PSO1**	**PSO2**
CO1														
CO2														
CO3														
CO4														
Avg														

Program	**Bachelor of Business Administration**				
Year	**III**	**Semester**		**V**	
Course Name	**Database Management System**	**L**	**T**	**P**	**Credit**
Course Code	**NGE67110**	**4**	**0**	**0**	**4**
Course Objectives	To familiarize students with: The evolution of Database Management system. The importance of database technology in today's environment and to use this technology to manage their own data requirements. The know, how of database design and their applications.				
Course Outcomes					
CO1	Understand the role of database management system applicable in an organization				
CO2	Interpret languages of data and architecture of DBMS				
CO3	analyses the handling of file and normalization of data				
CO4	Evaluate the security system relevant to database management system				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Module I: Introduction** Data Base Management System: Introduction, Advantages and Disadvantages. File system vs. DBMS. Data Models: Network data model, Hierarchical data model, Relational data model. Keys: Primary Key, Foreign Key and Candidate Key. Referential Integrity.	**15**	**CO1**
2	**Module II: Languages of Data and DBMS Architecture** DDL and DML. Basic SQL queries (Select, where, order by). ER Diagram. Architecture of DBMS. Data Independence. Schema and Subschema. Functions of DBA.	**15**	**CO2**
3	**Module III: File Handling** Types of files: Sequential files, Random files and Indexed Sequential files. Functional Dependency. Normalization: INF, 2NF, 3NF, BCNF	**15**	**CO3**
4	**Module IV: System Devices and Security System** Input and Output devices, offline storage devices, Tapes, Disks, Drums Information System and their Application. programme Files, Security Consideration in Data Base Management System and performance improvements in Data Base.	**15**	**CO4**

Suggested Readings

- Leon, Alexis. and Leon ,Matthews., Data Base Management System ,Leon Vikas Publishing.
- Ramakrishnan, R. and J. Gehrke., (2000), Database Management Systems, McGrawHill, Company, Higher Education.
- Elmasri, R. and S B Navathe ,(2000), Fundamentals of Database Systems, Addison Wesley.

Course Articulation Matrix

PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1														
CO2														
CO3														
CO4														
Avg														

Program	Bachelor of Business Administration				
Year	III	Semester		V	
Course Name	Digital Marketing	L	T	P	Credit
Course Code	NSMVC67105	2	0	0	2
Course Objectives	To familiarize students with digital marketing concept, practices, consumers online engagement, various social media platforms and AI in digital marketing.				
Course Outcomes					
CO1	Understand the concept, scope and functions of Digital Marketing.				
CO2	Understand various channels of Digital marketing, content and campaign management.				
CO3	Develop insight about SEO and its types; tools and techniques of SEM.				
CO4	Understand the role of Artificial Intelligence in digital marketing for customer analysis, content creation, social media marketing, and ethical use of data.				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Introduction to Digital Marketing:** concept, importance, and scope of digital marketing, Evolution of digital marketing. The difference between traditional and digital marketing. Contemporary best practices in digital marketing. Case-study.	8	CO1
2	**Acquiring and engaging users through Digital Channels:** Introduction to content marketing and management. Understanding the relationship between content and branding, mobile marketing, video marketing, Email marketing; Social Media Marketing- introduction and use of various social media platforms in digital world; Online campaign management- preparation, execution, and tracking. Case-study	7	CO2
3	**Overview of SEO and SEM:** Search Engine Optimization (SEO)- concept, importance, On-page Optimization and Off-page Optimization, Google Ad words. Search engine marketing (SEM)- Strategy building and execution through SEM tools and techniques. Difference between SEO and SEM. Case-study	8	CO3
4	**Introduction of AI in Digital Marketing-** Meaning of AI; Role of AI in Digital Marketing; Difference between traditional digital marketing and AI-based digital marketing; AI in understanding customer behavior and preferences; AI in Content Creation: Platforms like Chat GPT, Gemini, Perplexity; and Social Media Marketing; Ethical issues: data privacy and responsible AI use	7	CO4

Suggested Readings

- Vandana, Ahuja; Digital Marketing, Oxford University Press India (November, 2015).
- Ryan, Damian; Understanding Digital Marketing: marketing strategies for engaging the digital generation; Kogan Page (3rd Edition, 2014)
- Dave Evans, Susan Bratton; Social Media Marketing; The Next Generation Of Business innovation, Wiley & Sons (2010)
- Gupta, Seema; Digital Marketing, McGraw Hill (August, 2022).
- Maria Johnsen; AI in Digital Marketing, Mercury Learning & Information (2024)

Online Resources

- https://www.investopedia.com/terms/d/digital-marketing.asp
- https://egyankosh.ac.in/handle/123456789/79506

Course Articulation Matrix														
PO-PSO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**	**PSO1**	**PSO2**
CO1														
CO2														
CO3														
CO4														
Avg														

Program	Bachelor of Business Administration				
Year	III	Semester		VI	
Course Name	International Business	L	T	P	Credit
Course Code	NBBA6601	4	0	0	4
Course Objectives	To familiarize students with: The theories of international dimensions of Business and external influences affecting the international business organization. The design and structure of International Organizations. Labour market differences and labour compensations and international business strategies. The role of strategies and different policies on the Ways businesses conducted in international context.				
Course Outcomes					
CO1	Identify the role of external influences on international business scenario.				
CO2	Demonstrate the concept of international corporations by their organizational design, structure, attitude and strength				
CO3	Apply the functionality of global financial markets, foreign exchange markets exchange rate method and different international business strategy				
CO4	Evaluate the global competitiveness and international business strategy, Use of AI and technology in international trade				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Module I: Dimensions of International Business** The field of international business: scope, challenges and opportunities, means of engaging in international business, external influences on international business. International trade theories.	15	CO1
2	**Module II: International Corporations** Design and Structure: Organizational design and structure, forms of organizational structure, their attitudes and strengths. Functional based, area-based matrix structure, Methods of entry.	15	CO2
3	**Module III: India's foreign trade** India's foreign trade: Recent trends in India's foreign trade, institutional infrastructure for export promotion in India, projects & consultancy exports. Trade Policy: India's Foreign Trade policy 2023, export, assistance, marketing plan for exports.	15	CO3
4	**Module IV: International Finance and Strategies** Balance of Payment, Global financial market, foreign exchange market. Exchange rate determination methods. Global competitiveness and international business strategies. International strategic alliances. Digital trade management, Paperless trade, E-BUSINESS MODELS	15	CO4

Suggested Readings

- Agarwal, Raj., International Trade, Excel, 1st Ed.
- Albaum, Duerr, International Marketing and Export management, Pearson, 7th Ed.
- Cherunilam, F.(2007), International Trade and Export Management ,Himalaya.
- Hill C.W., International Business ,TMH, 5th Ed.

Course Articulation Matrix														
PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1														
CO2														
CO3														
CO4														
Avg														

Program	Bachelor of Business Administration				
Year	III	Semester		VI	
Course Name	HR Analytics	L	T	P	Credit
Course Code	NBBA6602	4	0	0	4
Course Objectives	To familiarize students with: • an understanding of HR analytics concepts, tools, and key metrics for effective workforce decision-making. • the application of analytical techniques in core HR functions while addressing ethical and technological considerations.				
Course Outcomes					
CO1	Demonstrate the understanding of fundamental concepts, types, and frameworks of HR analytics along with basic tools and data sources.				
CO2	Analyze and interpret key HR metrics to support data-driven decision-making.				
CO3	Apply HR analytics techniques in areas such as recruitment, performance, training, and workforce planning.				
CO4	Evaluate ethical issues, biases, and the role of AI in shaping the future of HR analytics.				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Introduction to HR Analytics** Concept and Definitions of Analytics, Difference between Traditional HR vs Data-driven HR, Importance and Significance of HR Analytics, Benefits of HR Analytics, Steps to Implement HR Analytics, Types of HR Analytics: Descriptive, Diagnostic, Predictive, Prescriptive. HRIS, Analytics Frameworks-LAMP, HR Scorecard. Introduction to basic tools: Excel (basic use), Charts and dashboards, Data visualization basics.	15	CO1
2	**Key HR Data Sources & Metrics** Key Data Sources: Attendance Records (Leave, absenteeism, overtime), Its use in workforce planning and productivity analysis. Recruitment Data: Sources of recruitment, Applicant tracking data, Selection ratios and hiring trends. Performance Records: Appraisal data, KPI-based performance tracking, Identifying high and low performers. Employee Surveys: Engagement, satisfaction, feedback surveys. Common HR Metrics: Attrition Rate; Meaning and formula, Absenteeism Rate; Calculation and impact on productivity. Time-to-Hire; Definition and importance, Factors affecting hiring time. Cost-per-Hire; Advertising cost, recruiter cost, onboarding. Employee Engagement Score; Meaning and measurement. Link with productivity and retention. Training Effectiveness; Measuring learning outcomes (Kirkpatrick's Four-Level Model) Practical Activity: Identify HR data sources and do Simple calculations of HR metrics using a hypothetical company.	15	CO2
3	**Using Analytics in Core HR Functions** Human Resource Planning and Forecasting: Quantitative and Qualitative Dimensions of HR Planning, Methods and Techniques of HR Demand Forecasting (managerial judgement, Delphi technique, trend analysis), Data Base for Manpower Forecasting. Recruitment Analytics; Source effectiveness, Interview-to-hire ratio. Performance Analytics; Goal tracking, Rating patterns. Retention & Engagement Analytics; Identifying attrition risks, Understanding satisfaction data. Training Analytics; Pre- and post-training comparison	15	CO3
4	**Ethics & AI in HR Analytics** Ethical use of employee data, Privacy and consent, Bias in HR data & algorithms, AI Applications in HR: Resume screening, Chatbots in recruitment, Predictive analytics for attrition, Benefits and limitations of AI in	15	CO4

	HR, Human judgment vs data decisions, Importance of balancing analytics and intuition, Situations where human judgment is critical, Risks of over-reliance on data		

Suggested Readings

- Rama Shankar Yadav & Sunil Maheshwari, HR Analytics, Wiley, 2021.
- Pratyush Banerjee, Jatin Pandey & Manish Gupta, HR Analytics: Practical Applications of HR Analytics, Sage, 2019.
- Dipak Kumar Bhattacharya, HR Analytics, Sage, 2017.
- Ramesh Soundrarajan & Kuldeep Singh, Winning on HR Analytics, Sage, 2017.
- Nishant Uppal, Human Resource Analytics, Pearson, 2021.
- Jac Fitz-Enz, HR Analytics, Harper Collins Focus, 2010

Course Articulation Matrix														
PO-PSO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**	**PSO1**	**PSO2**
CO1														
CO2														
CO3														
CO4														
Avg														

Program	Bachelor of Business Administration				
Year	III	Semester		VI	
Course Name	Rural Marketing	L	T	P	Credit
Course Code	NBBA6603	4	0	0	4
Course Objectives	To familiarize students with: The role of rural sector in the development of the country's economy in recent years. The rural market, consumers and marketing strategies for the rural sector. The working of Co-operative Credit Societies and various financial schemes for rural development.				
Course Outcomes					
CO1	To understand Concepts of Artificial Intelligence (AI) in rural management, and the rural problems & their remedies.				
CO2	Identify the characteristics of rural consumers, their sources and structure of income. Understand the rural financial environment for rural development. Understanding the Credit policies, deposits schemes and various credit programmes for rural development.				
CO3	Analyzing various marketing strategies adopted by rural industry for seeds, fertilizers and other rural products.				
CO4	Assessing the working of Co-operative Credit Societies. Illustrate. Case studies of digital and AI-enabled cooperative models in agriculture and dairy sectors.				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Module I : Introduction** Definition, Scope and Importance of Rural Management, Agriculture and Non-Agriculture sections of Economy. Rural Development problems and Remedies.	15	CO1
2	**Module II: Rural Consumer and Rural Finance** Consumption theory, rural consumer behaviour: meaning, characteristics, process and factors determining consumer behaviour, Village Economy sources. Rural Financial Environment: Credit Planning and Implementation of Credit Programmers for Rural Development, Rural financial institutions, saving and Deposits; Cooperative management: meaning and types	15	CO2
3	**Module III : Rural Marketing** Marketing: Meaning, principles and practice. Rural marketing for Seed, Fertilizers, Pesticides advanced Machinery and other inputs of Rural Industry. Marketing Strategies for rural industry.	15	CO3
4	**Module IV: Rural Digitalization and role of AI** Introduction to digitalisation in rural marketing, AI powered rural consumer insights and segmentations, AI in agricultural SCM, Rural marketing communication and promotion via AI, AI related challenges in Rural development.	15	CO4

Suggested Readings

- Kashyap ,Pradeep., Raut, Siddhartha. And Biztantra ., Rural Marketing.
- GopalSwamy, T.P. , Rural Marketing, Vikas Publishing House, 2/e
- Barkar, J.W., Agricultural Marketing, Oxford University Press, New York.
- Mathur., Rural Marketing,Excel Books.
- Rural Marketing: Text and Cases – C. S. G. Krishnamacharyulu & Lalitha Ramakrishnan
- Cooperation and Rural Development – S. K. Singh

Online Resources

- eGyanKosh: Rural Development- Planning and Management online available at https://egyankosh.ac.in/handle/123456789/32074
- eGyanKosh: Rural Management Overview online available at
- https://egyankosh.ac.in/handle/123456789/10126

Course Articulation Matrix														
PO-PSO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**	**PSO1**	**PSO2**
CO1														
CO2														
CO3														
CO4														
Avg														

Program	Bachelor of Business Administration				
Year	III	Semester		VI	
Course Name	Business Ethics and Indian Value System	L	T	P	Credit
Course Code	NDSE67103	4	0	0	4
Course Objectives	To familiarize students with: Theoretical issues and dilemmas faced by the managers in most business organizations and the concepts of CSR, Consumer Protection, Success, Dharma, Karma, etc.				
Course Outcomes					
CO1	Understand the relevance of ethics and values in business.				
CO2	Describe and demonstrate the concept of corporate governance				
CO3	Apply transformation and make use of the stories of business gurus				
CO4	Evaluate the relationship between ethics, corporate excellence and corporate mission.				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Module I: Introduction** Business Ethics- An Overview; Concept, nature, evolving ethical values, Arguments against business Ethics. Ethics: development of ethics, ethical decision making, ethos of Vedanta in management, Business Ethics in Different Organizational contexts; Sustainability: A Goal for Business Ethics; Approaches and Practices of Business Ethics; Ethical theories and approaches - The Teleological approach and the Deontological approach. Universalism vs. Ethical relativism, Utilitarianism; Hierarchism as an organizational value. Values: Concept, types and formation of values. Relationship between ethics, values and behavior, Values of Indian Managers. Artificial Intelligence and Ethical decision-making	15	CO1
2	**Module II: Corporate Social Responsibility and Consumer Protection** Corporate responsibility of business towards employees, consumers and community. Corporate Governance & Code of Corporate Governance. Different approaches of corporate governance, Corporate Philanthropy, Relationship of CSR with Corporate Sustainability; CSR and Business Ethics, CSR and Corporate Governance, Global Corporate Governance Practices. AI and Corporate Governance, Consumerism. Case Studies CSR success stories	15	CO2
3	**Module III: Understanding Progress &Results, Managing Transformation and Success** Progress & Results: Definition and functions of progress. Progress in business, difference between: Short-term profit vs long-term success. Transformation: Need for transformation, process and challenges of transformation. Role of AI in business transformation. Understanding Success: Definitions of success, Principles for competitive success, pre-requisites to create blueprint for success. Successful stories of business Gurus.	15	CO3
4	**Module IV: Ethical Philosophies** Relationship between Ethics &Corporate Excellence, Gandhian Ethics in Business, Philosophy of Trusteeship, Gandhiji's Seven Greatest Social Sins, Corporate Mission and Code of Ethics, Meaning of mission Statement, Role of ethical values in mission Code of Ethics, Organizational Culture, How culture influences employee behavior, Creating an ethical work culture. TQM. Link between quality and ethics Concept of Knowledge management and wisdom management. AI vs. human wisdom.	15	CO4

Suggested Readings

- Chakraborty, S.K., Human values for Managers.
- Chakraborty, S.K., Ethics in Management: A Vedantic Perspective, Oxford University Press.
- Gaur, R.R., Sangal, R. and Bagaria, G.P., A Foundation Course in Human Values and Professional Ethics
- Excel Books Private Limited, New Delhi.
- Velasquez, M.G. – Business Ethics: Concepts and Cases, Pearson Education
- Fernando, A.C. – Business Ethics: An Indian Perspective, Pearson Education India
- Stanwick, P.A. & Stanwick, S.D. – Understanding Business Ethics, Sage Publications
- Mitchell, M. – Artificial Intelligence: A Guide for Thinking Humans, Farrar, Straus and Giroux

Course Articulation Matrix														
PO-PSO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**	**PSO1**	**PSO2**
CO1														
CO2														
CO3														
CO4														
Avg														

Program	**Bachelor of Business Administration**				
Year	**III**	**Semester**		**VI**	
Course Name	**Mall Management**	**L**	**T**	**P**	**Credit**
Course Code	**NDSE67104**	**4**	**0**	**0**	**4**
Course Objectives	To develop an in-depth understanding of mall planning, operations, tenant management, marketing strategies, and the use of digital technologies (including AI) to enhance customer experience and optimize mall performance.				
Course Outcomes					
CO1	Students will be able to understand mall concepts, evaluate site feasibility, and understand planning and design considerations for successful mall development.				
CO2	Students will be able to understand mall operations efficiently and design effective tenant mix and leasing strategies to maximize revenue and customer satisfaction.				
CO3	Students will be able to analyse financial performance, evaluate mall efficiency, and assess future trends.				
CO4	Students will be able to develop marketing strategies and apply AI tools to enhance customer engagement and improve mall performance.				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Module I: Introduction to Mall Management & Planning** Concept, evolution, and significance of malls in retail sector. Types of malls: Regional, super-regional, lifestyle, outlet, mixed-use. Roles and responsibilities of Mall Managers. Future trends and projections, advantages of mall over other retail formats. Mall development process: Feasibility study, site selection, catchment analysis Mall design and layout planning: zoning, anchor stores, circulation etc. A description of the various components of mall architecture and their significance like: Facade, Atrium, Parking, circulation path and utilities etc. Legal and regulatory aspects in mall development-Indian context. Sustainability and green mall concepts.	**15**	**CO1**
2	**Module II: Mall Operations & Tenant Management:** Mall operations management: Security, housekeeping, parking, maintenance. Facility management systems and service quality. Tenant mix strategy and leasing management, Rent structures: Fixed rent, revenue sharing, hybrid models Contract management and tenant relations. Risk management and crisis handling: fire-safety, emergencies.	**15**	**CO2**
3	**Module III: Financial Management, Performance Evaluation & Emerging Trends:** Financial planning and budgeting in malls. Revenue streams: Rentals, parking, advertising, kiosks. Cost control and profitability analysis. Key performance indicators (KPIs): Footfall, conversion rate, sales per sq. ft. Mall auditing and performance evaluation. Emerging trends: Smart malls, digital payments, AI-driven automation, sustainability. Case studies of successful malls.	**15**	**CO3**
4	**Module IV: Mall Marketing, Customer Experience & AI Applications:** Mall branding and positioning strategies. Promotions, events, and seasonal campaigns. Digital marketing: Social media, influencer marketing, mobile apps. Customer experience management and engagement strategies. AI in mall management: Footfall analytics using computer vision. Customer behaviour prediction, Personalized promotions and recommendation systems. Chat bots for customer assistance. Omni channel retailing and integration with e-commerce.	**15**	**CO4**

Suggested Readings

- Kumar, M. (2010). Mall management: Operating in Indian Retail Space. Himalaya Publishing House.
- Singh, H., & Srinivasan, S. R. (2012). Mall management: Operating in Indian retail. Oxford University Press.
- Berman, B., & Evans, J. R. (2018). Retail management: A strategic approach (13th ed.). Pearson Education.
- Pradhan, S. (2020). Retailing management (5th ed.). McGraw Hill Education.
- Underhill, P. (2009). Why we buy: The science of shopping (Revised ed.). Simon & Schuster.

Online Resources

- Shopping Centres Association of India – Reports and insights on malls
- CBRE Group – Retail and mall research reports
- JLL – Market trends and mall analytics
- Deloitte – Retail and consumer insights
- McKinsey & Company – AI and retail transformation resources.

Course Articulation Matrix

PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1														
CO2														
CO3														
CO4														
Avg														

Program	Bachelor of Business Administration				
Year	III	Semester		VI	
Course Name	Income Tax Law & Practices	L	T	P	Credit
Course Code	NGE67111	4	0	0	4
Course Objectives	To familiarize students with: The fundamental concepts in income tax and the practical aspects of Computing taxable income. To understand the use of AI in Income Tax processes and procedures.				
Course Outcomes					
CO1	Understand the important terms of income tax. Concept of residential Status and the types of residents like individual, HUF, firms and companies.				
CO2	Calculate the income under the heads - Salary and different provisions in Salary under Income Tax Act, 1961.				
CO3	Calculate the income under the heads- Income from House Property, Business & Profession and different provisions in this head under Income Tax Act, 1961.				
CO4	Calculate the income under the heads- Income from capital gains and other sources. And identification of deductions available under different sections. As well as determination of the amount of income on which tax has to be calculated. To understand the use of AI in various Income Tax processes and procedures.				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Module I: Introduction to Income Tax and Residential Status** Definition of important terms used in Income Tax, Agricultural Income, Gross Total Income, Total Income, Assesse, Assessment year, Previous year. Residential status & Tax liability. Types of Residents: Individual, HUF, Firm & Other Association of Persons & Companies.	15	CO1
2	**Module II: Income from Salary:** Income from salary, meaning of salary, allowances, perquisites, valuation of perquisites, profit in lieu of salary, deductions u/s 16(I & ii), provident fund and classification of provident fund, taxable income from salary.	15	CO2
3	**Module III: Income from House Property, Business & Profession:** Income from house property: rules regarding computing taxable income from house property, annual value, deduction u/s 24 and calculation of income from house property. Income from business and profession: expenses expressly allowed, expenses expressly disallowed expenses under certain circumstances, determination of income from Business and profession.	15	CO3
4	**Module IV: Income from Capital gains and other sources; Use of AI in Income Tax Processes and Procedures:** Income from capital gains: meaning, kinds of capital assets, meaning of transfer, exempted capital gains, calculation of capital gains. Income from Other Sources: Provisions regarding dividend and interest and interest on securities, determination of income from other sources. Assessment of individual, clubbing of income, setoff and carry forward of losses, deduction from gross total income (u/s80C-80U), determination of taxable income. Use of AI in various Income Tax Administration, Processes and Procedures: Faceless Assessment Scheme, Risk Based Audit, Predictive Analytics and Taxpayer Support.	15	CO4

Suggested Readings

- Ahuja & Gupta., Systematic Approach to Income Tax.
- Agarwal, B. K., Ayakar Vidhan Avam Lekhe.
- Agarwal, B. K.,Income Tax Lawand Practice.

- Chandra, Girish., Income Tax.

Online Resources

- eGyanKosh: Income Tax Law and Practice online available at https://egyankosh.ac.in/handle/123456789/66965
- SWAYAM: Direct Tax Law and Practices online available at https://onlinecourses.swayam2.ac.in/cec21_cm02/preview

Course Articulation Matrix														
PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1														
CO2														
CO3														
CO4														
Avg														

Program	Bachelor of Business Administration				
Year	III	Semester		VI	
Course Name	Public Administration and Business Management	L	T	P	Credit
Course Code	NGE67112	4	0	0	4
Course Objectives	The course aims to impart basic knowledge about the structure and working of the public administration system in India				
Course Outcomes					
CO1	Understand the meaning of public administration and equality.				
CO2	Identify the Political system and business				
CO3	Analyses the judicial system and business.				
CO4	Assess Governance and public policy				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Module 1: Introduction** Public Administration- meaning, nature and scope and limitations; Concept and functions of a welfare state; Emergence of civil society; Factors leading to emergence of civil society; Concept of liberty, Theories of liberty; Concept of equality, Dimensions of equality; Concept of justice, dimensions of justice. Similarity and Dissimilarity between Public Administration and Business Administration.	15	CO1
2	**Module 2: Political System and Business** Constitution of India- Preamble, Fundamental rights, Directive Principles of state policies; India's federal system, NITI AYOG role and functions; Impact of political system on business environment-policies, programmes and procedure; Ease of doing business; Startup India, Stand Up India, Make in India, Recent trends in taxation policies-impact on investment and business.	15	CO2
3	**Module 3: Judicial System and Business** Judicial System- features and structure; Jurisdiction, Powers and Functions, Judicial Review, Judicial Activism and business, Human Rights and business-challenges and opportunities, Social Justice. Public Interest Litigation and writs- challenges and opportunities for business.	15	CO3
4	**Module 4: Governance and Public Policy** Governance- Concept and Nature; Public accountability; Redressal of public grievances with special reference to RTI, Lokpal, and Lokayukta, Election Commission, Association for Democratic Reforms (ADR), Bringing people closer to Administration: E-governance; Political Representation, Decentralization of Governance- Panchayati Raj System, Urban Local Bodies	15	CO4

Suggested Readings

- Basu, D. D. (2015). Introduction to the Constitution of India. New York: LexisNexis.
- Fadia, B. L., & Fadia, K. (2017). Indian Government and Politics. Uttar Pradesh: Sahitya Bhawan
- Sapru, R. K. (2012). Public Policy: Formation, Implementation and Evaluation. New York: Sterling Publishers.
- Singh, M. P., & Saxena, R. (2008). Indian Politics: Contemporary Issues and Concerns. Delhi: PHI

Course Articulation Matrix														
PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1														
CO2														
CO3														
CO4														
Avg														

Program	Bachelor of Business Administration				
Year	IV	Semester		VII	
Course Name	Banking and Insurance	L	T	P	Credit
Course Code	NBBA6701	4	0	0	4
Course Objectives	To familiarize students with: The relevant legal banking practices and insurance that can be used to manage the non-speculative risks of individuals and businesses. The contemporary banking instruments, transactions and various types of insurance products including life, health, property and liability insurance contracts. The working of insurance industry, its management of markets, and underwriting of contracts in a complex economic and regulatory environment.				
Course Outcomes					
CO1	Understand the basics of banking laws, key statutory provisions and policies				
CO2	Apply commercial banking and its operations in India				
CO3	Annalise the regulatory framework and management of life insurance business				
CO4	Evaluate general insurance organizations, marketing of general insurance and its forms				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Module I: Indian Financial System** Structure of India Financial System, Major issues in Indian Financial System, Financial Sector reforms in India, Types of banks: Foreign banks, Private sector banks and Public sector banks in India. RBI, Monetary Policy, Credit Control.	15	CO1
2	**Module II: Digital Banking in India:** Concept of electronic banking in India, Features of e-banking in India, Types of e-banking in India: Net banking, mobile banking, ATM banking, EFT, electronic bill payment, development institutions. Advantages and disadvantages of e-banking in India.	15	CO2
3	**Module III : Insurance Business:** Concept, characteristics, functions; Fundamental principles- Indemnity, Insurable Interest, Utmost Good faith, Proximate Cause, Contribution, Subrogation. Concept of Insurtech, Small Business Insurance, Usage Based Insurance	15	CO3
4	**Module IV : Life Insurance & General Insurance Organizations** Nature and types of Life Insurance Policies, Calculation of Life Insurance Premium, Operating Aspects of Life Insurance Companies. Nature and types of General Insurance Policies, Operating Aspects of General Insurance Companies.	15	CO4

Suggested Readings

- Sethi, Jyotsna ,and Bhatia, Nishwan,Elements of Banking and Insurance, PHI Learning Pvt. Ltd.
- Jain, J.N. and Jain, R.K., Modern Banking and Insurance, Regal Publications.

Online Resources

- eGyanKosh: Banking and Insurance online available at https://egyankosh.ac.in/handle/123456789/8092
- eGyanKosh: Banking and Insurance online available at https://egyankosh.ac.in/handle/123456789/17014

Course Articulation Matrix														
PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1														
CO2														
CO3														
CO4														
Avg														

Program	Bachelor of Business Administration				
Year	IV	Semester		VII	
Course Name	International Financial Management	L	T	P	Credit
Course Code	NDSE67105	4	0	0	4
Course Objectives	To familiarize students with: International financial management and international trade. Foreign exchange rate fluctuations and political risk that have a basic bearing on management of global investment and financing decisions. Institutions of international financial markets, instruments, trade modalities. Impacts and responses of governments markets and firms to various international situations				
Course Outcomes					
CO1	Understand the globalized and integrated economic environment of international trade.				
CO2	To examine the foreign exchange market and exchange rate determination and risk management in country.				
CO3	To analyze the concept of International Working Capital Management and Export Import Financing.				
CO4	To assess Project Appraisal in international context, multinational capital finance and International Capital Budgeting.				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Module I: International Financial Environment** International economic environment: Issue and dimensions. International financial flow: Comparative Cost Advantage Theory and Balance Of payment framework. Indian Experiences in International Capital Market. Instruments of Sources of Finance in International Financial Market: ADR, GDR, EURO BOND etc.	15	CO1
2	**Module II: Foreign Exchange Risk Management** Foreign Exchange Markets and instruments. Exchange rate determination and Factors forecasting: Foreign exchange risk, Management of Risk, Currency Risk Management, Country Risk Management	15	CO2
3	**Module III: International Working Capital Management and Export &Import Financing** International Working Capital Management: Concept and financing foreign trade. International financing systems and institutions. International Cash Management, International Receivables and Inventory Management. Export Financing and Import Financing, Modes of Payment: DA/DP, L/C, and consignment basis.	15	CO3
4	**Module IV: Multinational Business Financing** Project Appraisal: An International Context. Multinational business finance: trends towards international operations, changing Organization and structure of multinational business. Reason for foreign investment: benefits and risks. Risk assessment using big data (political risk, currency volatility, compliance), Accounting treatment of foreign subsidiaries. International capital budgeting: evolution, NPV, IRR, and scenario based capital budgeting, investment opportunities, financing the project, Real-time simulations of financing options, strategic tie- up mergers and takeovers.	15	CO4

Suggested Readings

- Apte P.G., International Financial Management, Tata McGraw Hill.
- Somnath V.G., International Financial Management, I. K. International Pvt. Ltd.

- JainP .K., International Financial Management, Macmillan India Limited, 1stEdition.
- CheolS.EunandBruceG. Resnick, International Financial Management, Tata Mc Graw Hill.

Online Resources

- eGyanKosh: International Financial Management online available at https://www.egyankosh.ac.in/handle/123456789/4057
- NPTEL: International Financial Management online available at https://archive.nptel.ac.in/courses/110/105/110105057/

Course Articulation Matrix														
PO-PSO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**	**PSO1**	**PSO2**
CO1														
CO2														
CO3														
CO4														
Avg														

Program	Bachelor of Business Administration				
Year	IV	Semester		VII	
Course Name	Indian Economy	L	T	P	Credit
Course Code	NDSE67106	4	0	0	4
Course Objectives	To familiarize students with understanding of constituent sectors that define the Indian Economy and to examine the role and contribution of different sections of the economy in economic development of India and to enable the learners to examine the role and impact of NITI Aayog on economic development of India				
Course Outcomes					
CO1	Explain the structure key features, challenges, and reform measures of the Indian economy, including the role of public and private sectors, and economic planning institutions such as NITI Aayog.				
CO2	Examine demographic trends and human development indicators and assess their impact on economic growth and population management in India.				
CO3	Analyse the performance of the agricultural sector including production, finance, and marketing systems, along with government policies and sustainability practices.				
CO4	Evaluate industrial and service sector development in India including policy initiatives, financial aspects, and the growing contribution of the service economy to GDP.				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Module I: Overview of Indian Economy** Indian Economy: Major features and problems. Role of public and private sector in Indian Economy; Functions and problems of public sector; Privatization –it's importance in Indian Economy. Globalization, Liberalization, and its impact on Indian Economy. Planning Process in India: Trends and Features, Planning process and features of Economic planning in India, and NITI Aayog, Budgeting in India	15	CO1
2	**Module II: Demography and Indian Economy** Concept of over, under and optimum population, Population explosion and trends in population growth, Demographic aspects of Indian population: Literacy, Gender and Quality of manpower, Demographic dividend and new trends in population management, Role of technology in demographic transformation. Need to sustainable population management. Human Development Index.	15	CO2
3	**Module III: Indian Agriculture: Trends and problems** Agriculture in Indian Economy: salient features and importance, cropping pattern, crop insurance, Sustainable water management, micro-irrigation, and climate-resilient practice. Agricultural production and productivity, Green, white, blue and yellow revolution. Government policy and initiatives. Agricultural Finance: Rural Credit; Rural Finance: institutional and non-institutional finance, Role of Regional Rural Bank and Micro- finance institutions. Institutional credit schemes and financial inclusion initiatives in agriculture. Agricultural Marketing: traditional markets and digital platforms, Warehousing, Role of Food Corporation of India (FCI), Export of agricultural products and agro based industries. Minimum Supports Price (MSP).	15	CO3
4	**Module IV: Industrial Economy and Service Sector of India** Industrial development in India: trends, challenges, and structural transformation, Features and Problems of Industrial Development in India, Core industries and their role in Indian economy, Industrial policies and statements and their impact on industrial development, Industrial Finance. An	15	CO4

	overview of Service Sector in India- growth, and emerging segments, Contribution of Service Sector to India's GDP.		

Suggested Readings

- Government of India- Economic Survey, 2022
- Misra and Puri- Indian Economy, 38th Edition, Himalaya Publishing House, New Delhi, 2020
- A N Agarwal & M K Agarwal- Indian Economy Problems of Development and Planning, New Age International, 44th Edition 2023
- Rudra Dutt and KPM Sundaram- Indian Economy, S Chand & Co. Ltd, 2015

Course Articulation Matrix														
PO-PSO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**	**PSO1**	**PSO2**
CO1														
CO2														
CO3														
CO4														
Avg														

Program	Bachelor of Business Administration				
Year	IV	Semester		VII	
Course Name	Logistics Management	L	T	P	Credit
Course Code	NDSE67107	4	0	0	4
Course Objectives	To familiarize students with: The fundamentals of logistics and to relate the concepts to real life business and to become efficient suppliers				
Course Outcomes					
CO1	To understand the concepts, functions, and strategic importance of logistics management in business.				
CO2	To analyze logistics outsourcing models and develop effective logistics strategies.				
CO3	To apply procurement, material handling, packaging, and transportation principles in logistics operations.				
CO4	To evaluate warehousing, inventory systems, and the role of Artificial Intelligence in logistics optimization.				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Module 1: Introduction to Logistics Management** Meaning, scope and objectives of logistics, Logistics vs SCM, Evolution of Logistics management, Logistics Function: Transportation, Warehousing, Inventory Management, Packaging and Material Handling ,Role of logistics in business strategy and competitive advantage, Integrated Logistics Management Model.	15	CO1
2	**Module 2: Outsourcing Logistics and Logistics Strategy** Concept and need for logistics outsourcing, Third Party Logistics (3PL) and Fourth Party Logistics (4PL) models, Reverse logistics , Selection and Evaluation of logistics providers, Role of logistics Managers in strategic decisions, Designing & Implementing logistical strategy, Case Study.	15	CO2
3	**Module 3: Procurement , Material Handling and Transportation** Objectives and Principles of Procurement System, Procurement Cycle, Procurement Planning, Material handling- Product movement- concept-product load activity-dispatch activity, unload activity-control device, Packaging - Pallet ,Stretch wraps , Cartons and Labelling ,Transportation : Modes , Planning and scheduling, Modes of Transportation in Global Logistics, Case Study.	15	CO3
4	**Module 4: Warehouse Management System and Artificial Intelligence in Logistics** Warehouse Management Systems (WMS), Role and types of warehouse, warehouse location, layout and functions, Role of warehouse manager, Introduction to Artificial Intelligence and its relevance in logistics, Application of AI in Forecasting , Route Optimization ,Inventory Optimization and Smart warehousing , Big Data Analytics in Logistics , Challenges in AI Implementation.	15	CO4

Suggested Readings

- Arnold, J.R., Chapman, S.N. (2012). The Introduction to Materials Management. (7th ed.), Prentice-Hall. Coyle, J.J., Jr. Langley, C.J., Novack, R.A, & Gibson, B.J. (2013).
- Managing Supply Chains: A Logistics Approach. (9th ed.), McGraw-Hill. Edward, F. (2002).
- World-Class Warehousing and Material Handling. (International ed.), McGraw-Hill. Muller, M. (2011).
- Essentials of Inventory Management. (2nd ed.), American Management Association. Donald J Bowersox, David J Closs, Logistical Management, TMH.

- Artificial Intelligence for Logistics 5.0: From Foundation Models to Agentic AI. (1st ed.), Bernardo Nicoletti , Palgrave Macmillan Cham.(2025)

Online Resources

- http://egyankosh.ac.in//handle/123456789/72286
- http://egyankosh.ac.in//handle/123456789/13664

Course Articulation Matrix														
PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1														
CO2														
CO3														
CO4														
Avg														

Program	Bachelor of Business Administration				
Year	IV	Semester		VII	
Course Name	Sales and Distribution Management	L	T	P	Credit
Course Code	NDSE67108	4	0	0	4
Course Objectives	The Sales and Distribution function is vital to marketing, involving the study of selling situations, processes, communication, and negotiation styles. It focuses on understanding logistics, supply chain management, and the role of information technology in supply chain operations.				
Course Outcomes					
CO1	Understand various buying situations in terms of consumer and business buying situations and design strategies to influence them				
CO2	To understand sell products and services and increase sales volumes, market share or profit of the organization				
CO3	To understand the integration and sales and distribution functions with analysing the effectiveness of various marketing channels.				
CO4	To evaluate the role of AI in Logistics and supply chain management.				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Module I: Introduction to Sales & Distribution Management:** Nature and scope of sales management, personal selling objectives, Characteristics of good sales person. Types of sales management positions, Theories of personal selling. Personal selling strategies and AI application in developing sales Strategies. Sales forecasting and budgeting decisions. Ethics in selling and legal aspects. Emerging trends in selling, role of AI in selling.	15	CO1
2	**Module II: Personal Selling and Sales Force Management** Personal Selling Process, Sales Territories & Quotas, relationship selling, Designing Sales Territories, sales quotas and sales organization structures, Sales Force Management: Recruitment, selection, training, motivating, compensating and controlling the sales force. Sales force reporting mechanism and automation.	15	CO2
3	**Module III: Distribution Management:** Need and scope of distribution management, Types of marketing channels. Channel Design and selection. Marketing channels strategy, levels of channels, Partners for channels and their roles. Channel partner selection, motivation and appraisal. Channel management: Managing vertical and horizontal marketing systems. Channel Power, Channel conflicts and their resolution.	15	CO3
4	**Module IV: Market logistics and AI Application:** Definition & scope of logistics and supply chain management. Components of logistics, inventory & warehouse management, order processing. transportation, channel information systems mgmt. Role of Omnichannel distribution. Emerging trends: green logistics, AI in logistics management. Reverse logistics, role of ERP in SCM. Business Analytics in supply chain/ Distribution.	15	CO4

Suggested Readings

- Havaldar, K. K., Cavale, V. M., & Nandi, S. K. (2025). Sales and distribution management: Leveraging emerging technologies (4th Ed.). McGraw Hill Education.
- Still, R. R., Cundiff, E. W., Govoni, N. A. P., & Puri, S. (2017). Sales management: Decisions, strategies, and cases (6th ed.). Pearson Education.
- Panda, T. K., & Sahadev, S. (2019). Sales and distribution management (13th Ed.). Oxford University Press.

- Coughlan, A. T., Anderson, E., Stern, L. W., El- Ansary, A. I., & Natarajan, R. C. (2011). Marketing channels (7th ed.). Pearson Education.
- Matthews, J. (2025). AI in distribution management: Harnessing artificial intelligence to optimize distribution, enhance logistics, and revolutionize supply chain operations.

Online Resources

- https://nptel.ac.in/courses/110/105/110105122/
- https://onlinecourses.nptel.ac.in/noc20_mg13/preview
- https://www.coursera.org/specializations/sales-management-bridging-gap-strategy-sales,
- https://www.classcentral.com/course/swayam-sales-and-distribution-management-12987,
- https://onlinecourses.nptel.ac.in/noc20_mg13/preview

Course Articulation Matrix														
PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1														
CO2														
CO3														
CO4														
Avg														

Program	**Bachelor of Business Administration**				
Year	**IV**	**Semester**		**VII**	
Course Name	**People Management**	**L**	**T**	**P**	**Credit**
Course Code	**NGE67113**	**4**	**0**	**0**	**4**
Course Objectives	To familiarize students with: • An overview of what it means to be an effective people manager and the role of AI in modern day organizations. • The leadership and communication skills and effective management of people in an organization.				
Course Outcomes					
CO1	Understand the concept of people management and its relevance in organizations. Understand the use of AI in managing people				
CO2	Analyze the applicability of people first strategy in an organization. Understand AI-Driven Employee Engagement and Motivation Strategies				
CO3	Apply team building skills and leadership qualities in work settings.				
CO4	Evaluate leadership approaches, conflict resolution strategies, and the ethical implications of AI in fostering a high-performance and people-centric organizational culture.				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Managing and Evaluating Oneself** Mind Management, Time Management, Tackling Time Robbers, Planning workload, Active Listening, Decision Making – steps, managing your Manager, Evaluating and building a personal development plan for oneself. Using AI for Personal Productivity and Time Management, and Smart Decision-Making in Management, Balancing AI Use and Mental Well-being.	**15**	**CO1**
2	**Managing and Motivating Others** Basics of People Management and its significance, Difference between People Management and Human Resource Management; impact of individual and organizational factors on people management, Motivating Others – Employee First Strategy: Employee First Customer Second. Developing Intrinsic Motivation amongst People – People First Strategy: Emerging cases. Role of AI in Modern People Management, AI-Driven Employee Engagement and Motivation Strategies, AI vs. Human, AI-Powered Performance Monitoring Systems	**15**	**CO2**
3	**Building Team and Peer Networks** Team Building Process, Managing Diversity in Teams, Competency mapping, Team Roles, Team Identity, Team Charter, Team Performance, Managing behavior of people in groups, 360 Degree Feedback as a Development tool. Group Dynamics, Challenges of getting work done; Significance of prioritization and assigning work to team members, Importance of peer networks in an Organization. AI-Powered Collaboration Tools for Virtual Teams, Building High-Performance Teams Using AI Insights.	**15**	**CO3**
4	**Leading People & Resolving Conflicts** Leading people to achieve the vision and mission of the Organization. Leadership for high performance culture, Leadership styles for creating conducive organizational climate and culture of excellence. Managing different types of conflicts in an Organization, Problem solving and quality improvement process. AI and Ethical Leadership: Balancing Automation with Human Values, Using AI for Workplace Conflict Detection and Resolution.	**15**	**CO4**

Suggested Readings

- Randall, J., & Sim, A. J. (2013). Managing People at Work. Abingdon: Routledge.
- Thomas, M. (2007). Mastering People Management. London: Thorogood Publishing.
- Thomson, R., & Thomson, A. (2012). Managing People. Abingdon: Routledge.
- Wellington, P. (2011). Effective People Management: Improve Performance Delegate More Effectively. London: Kogan Page Publishers.

Online Resources

- https://www.wict.org/chicago-chapter/wp-content/uploads/sites/5/2020/05/Harvard_Business_Review.pdf

Course Articulation Matrix														
PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1														
CO2														
CO3														
CO4														
Avg														

Program	**Bachelor of Business Administration**				
Year	**IV**	**Semester**		**VII**	
Course Name	**Creativity and Design Thinking**	**L**	**T**	**P**	**Credit**
Course Code	**NGE67114**	**4**	**0**	**0**	**4**
Course Objectives	To familiarize students with: How to transform creative thinking into design thinking in every stage of your problem How to apply design thinking to your real-life problems / situations in order to evolve an innovative and workable solutions				
Course Outcomes					
CO1	Gain in depth knowledge about creative thinking and design thinking in every stage of problem				
CO2	Analyze the concept of Design thinking				
CO3	Applying design thinking to your real-life problems / situations in order to evolve an innovative and workable solutions				
CO4	Understand and implement design thinking to your real-life problems / situations in order to evolve an innovative and workable solutions				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Module I: Innovation & Creativity:** Meaning of Innovation and creativity. Difference between innovation and creativity, and its role in Industry and organizations, Creativity and Innovation as strategy.	**15**	**CO1**
2	**Module II: Innovation & Creativity:** Dynamics of creative thinking, Role of AI in creativity and Innovation. Ideation Technique, Process of Design Thinking, implementing the process in driving innovation, Case Study	**15**	**CO2**
3	**Module III:** An exercise in design thinking & implementing design thinking through a workshop & exercise case studies in design thinking, design thinking principles that refine businesses. Case Study	**15**	**CO3**
4	**Module IV:** Design Thinking in Various Sectors (Health sector, Finance, Education, Infrastructure) Design thinking case studies in retail, design thinking case studies in banking, design thinking case studies in management decisions, Design thinking for startups.	**15**	**CO4**

Suggested Readings

- Design Thinking by Michael G Luchs, K Scott Swan, Abbie Griffin (WILEY)
- The Design Thinking by Patrick , Michael Lewrick, Larry Leifer (WILEY)
- The Art of Creative Thinking by Rod Judkins

Course Articulation Matrix														
PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1														
CO2														
CO3														
CO4														
Avg														

Program	**Bachelor of Business Administration**				
Year	**IV**	**Semester**		**VIII**	
Course Name	**Retail Marketing**	**L**	**T**	**P**	**Credit**
Course Code	**NBBA6801**	**4**	**0**	**0**	**4**
Course Objectives	To develop students' understanding of retail concepts, formats, operations, and strategies, and to equip them with skills to manage modern retail businesses, including the use of digital and AI-driven retail technologies.				
Course Outcomes					
CO1	To understand the retail industry structure, formats, and emerging trends.				
CO2	To interpret consumer behaviour and make decisions regarding store location and layout.				
CO3	To analyse retail operations including merchandising, pricing, and inventory control.				
CO4	To evaluate modern retail practices, including digital, AI-driven, and sustainable retail strategies				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Module I: Introduction to Retail Management** Meaning, nature, and scope of retailing. Evolution of retail in India and globally. Functions of retailers. Retailing vs. wholesaling. Organized vs. unorganized retail sector. Classification of Retail formats. Retail theories. FDI in Indian retail sector.	**15**	**CO1**
2	**Module II: Retail Consumer Behaviour & Store Location** Consumer buying behaviour in retail. Factors influencing retail buying decisions. Market segmentation and targeting in retail. Retail branding and private labels. Store location: Importance and types. Trade area analysis. Site selection and store layout design Store ambience, and visual merchandising. Customer experience management	**15**	**CO2**
3	**Module III: Retail Operations Management** Retail merchandising: Meaning and planning process. Product assortment and category management. Pricing strategies in retail. Inventory management techniques: EOQ, ABC analysis, JIT. Supply chain management in retail. Retail logistics and warehouse management. Retail information systems and POS systems	**15**	**CO3**
4	**Module IV: Ethical Issues and Role of AI in Retailing** Ethical issues and sustainability in retail. E-tailing and Omni channel retailing. Digital transformation in retail. Role of AI in retailing. AI tools for Inventory Management in Retail. CRM in retail using AI applications. Future trends in retail industry.	**15**	**CO4**

Suggested Readings

- Berman, B., & Evans, J. R. (2018). Retail management: A strategic approach (13th Ed.). Pearson Education.
- Pradhan, S. (2020). Retailing management (5th Ed.). McGraw Hill Education.
- Levy, M., & Weitz, B. A. (2012). Retailing management (8th Ed.). McGraw Hill Education.
- Vedamani, G. G. (2017). Retail management: Functional principles and practices (4th Ed.). Pearson India.
- Berman, B. (2022). Retail management: A strategic approach (14th Ed.). Pearson Education.

Online Resources

- National Retail Federation – https://nrf.com
- Retailers Association of India – https://rai.net.in
- McKinsey & Company – https://www.mckinsey.com
- Deloitte – https://www2.deloitte.com
- Statista – https://www.statista.com

Course Articulation Matrix

PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1														
CO2														
CO3														
CO4														
Avg														

Program	**Bachelor of Business Administration**				
Year	**IV**	**Semester**		**VIII**	
Course Name	**Securities Analysis & Portfolio Management**	**L**	**T**	**P**	**Credit**
Course Code	**NDSE67109**	**4**	**0**	**0**	**4**
Course Objectives	To familiarize students with: ❖ To develop an understanding of the regulatory environment, risk–return concepts, and valuation techniques used in security analysis. ❖ To introduce market microstructure concepts and the fundamentals of AI, machine learning, and statistical analysis using R. ❖ To explain portfolio construction, diversification, and optimization techniques using quantitative and asset pricing models. ❖ To develop an understanding of portfolio management strategies, performance evaluation, and AI-driven investment decision-making.				
Course Outcomes					
CO1	Students will be able to analyze securities using risk–return measures, fundamental analysis, and technical analysis within the regulatory framework of financial markets.				
CO2	Students will be able to analyze market liquidity and apply basic AI and statistical techniques to financial data using R programming.				
CO3	Students will be able to construct and optimize investment portfolios and evaluate risk and return using asset pricing models.				
CO4	Students will be able to evaluate portfolio performance and apply AI-based models for trading, forecasting, and portfolio management.				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Module I: Regulatory Framework and Risk and Return** Introduction and regulatory framework, Securities: Investor Vs Speculator, Types of Investors. Types of Securities, Introduction to Blockchain and How it works, Benefits and How blockchain will impact the financial sector, Limitations of Blockchains, Cryptocurrencies, Different types of cryptos. **Risk and Return:** Concept of Risk, Measures of risk and return, calculation, trade off, systematic and unsystematic risk components. **Nature of Stock Markets:** Efficient Market Hypothesis and its implications for investment decision, **Fundamental and Technical Analysis:** Approach to Equity valuation – economy, industry and company analysis, Technical Analysis charts: candlestick, bar, and line charts, Price trends, Gap Wave theory and Dow theory, Technical vs Fundamental analysis.	15	CO1
2	**Module II: Market Microstructure & Liquidity and Overview of AI, Machine Learning Models and R** **Market Microstructure & Liquidity:** Order-driven vs. Quote-driven markets, Market efficiency, Risk preferences, Limit order books, market microstructure types, economic theory of choice, interest rate compounding **Overview of AI and Machine Learning:** Probability modelling, inferential statistics, Supervised and Unsupervised learning algorithms, regression and classification algorithms. **Introduction to R Programming**: R Fundamentals, Exploratory data analysis and data visualization with R. Statistical Analysis with R, Inferential statistics and hypothesis testing with R.	15	CO2
3	**Module III: Portfolio Construction and Optimization** **Portfolio construction:** Portfolio risk and expected returns for two securities and multiple securities, risk diversification with portfolios, correlation structure, mean-variance framework, portfolio construction with R	15	CO3

	Portfolio Optimization: Portfolio Possibility curve, Efficient frontier, Minimum Variance portfolios, Introduction to risk-free lending and borrowing, market risk and beta, portfolio optimization with R **Asset Pricing Models:** Capital Asset Pricing Model, Capital Market Line, Security Market Line, Fallings of CAPM, Single-Index and Multi-Index models, Expected Risk and Return with Index models, 3-Factor Fama-French Model		
4	**Module IV: Portfolio Management & Performance Evaluation using AI** Portfolio Management strategies, Active vs Passive Portfolio Management, Value vs Growth investing, One-parameter performance measures Timing & Selection performance measures, application of asset pricing models in performance management **AI and machine learning in Trading execution and portfolio management:** Regression and Classification algorithm applications in security analysis, forecasting, and prediction, Case Study examples	**15**	**CO4**

Suggested Readings

- Kevin –Security Analysis and Portfolio Management –PHI
- Jack Clark Francis - Management of Invest, McGraw Hill
- Elton & Gruber - Modern Portfolio Theory and Investment Strategy, Willey
- Shape Alexander Ballen - Investment, Eastern Economy Ed
- Donald E. Fisher and Ronald J. Jordan, "Securities Analysis and Portfolio Management", Prentice Hall, New Delhi
- Sourain, Harry. "Investment Management", Prentice Hall of India
- Machine Learning in Finance by M. Dixon, I Halperin, and P. Bilokon, Springer, 1st Edition
- Machine Learning for Asset Managers, Marcos Lopez, Cambridge University Press, 1st Edition
- Advances in Financial Machine Learning, Marcos Lopez, Wiley, 1st Edition

Online Resources

- http://egyankosh.ac.in//handle/123456789/6339
- https://www.youtube.com/watch?v=gNPPFjBAKlc

Course Articulation Matrix														
PO-PSO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**	**PSO1**	**PSO2**
CO1														
CO2														
CO3														
CO4														
Avg														

Program	Bachelor of Business Administration				
Year	IV	Semester		VIII	
Course Name	Goods & Services Tax	L	T	P	Credit
Course Code	NDSE67110	4	0	0	4
Course Objectives	To familiarize students with: - To provide understanding about salient features of GST law and implications of its various provisions for different classes of suppliers. It also aims to provide an understanding of compliances and procedures laid down in GST law and to provide the understanding about significant provisions of the customs law. Artificial Intelligence (AI) is rapidly being integrated into the Goods and Services Tax (GST) landscape, changing it from a manual, compliance-heavy process to an automated, data-driven system. Key areas where AI is used, which are increasingly appearing in updated GST syllabi				
Course Outcomes					
CO1	To understand the need, and utility of indirect taxes and analyse the constitutional aspects of GST.				
CO2	To apply the provisions relating to levy of GST;				
CO3	To analyze the procedure and exemptions for different types of goods and services. Examine the various provisions of input tax credit. Analyze the use of AI in GST in India.				
CO4	To Evaluate the provisions of the customs law.				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Module I: Introduction** Concept and features of Indirect Taxes, Difference between Direct and Indirect Taxes, Need of GST, Advantages of GST. Structure of GST in India: Dual Concept– CGST – SGST – UTGST - IGST. Subsuming of Taxes-GST Rate Structure in India Constitutional aspects of GST. GST Council: Constitution, Structure and functioning.	15	CO1
2	**Module II: Concept of supply and Levy of GST** Concept of supply including composite and mixed supply, Place, Time and Value of taxable supply, Significance of consideration. Basis of Charge of GST, Inter-State Supply, Intra- state supply, GST rates notified for supply of various goods and services, Reverse charge mechanism, Composition levy, Exemptions from GST, Power to grant exemptions, Exempted goods under exemption notifications, Exempted services under exemption notification.	15	CO2
3	**Module III: Procedures under GST (Including AI Enabled Compliance and Automation)** Registration under GST law, Compulsory Registration - Deemed Registration- Procedure for Registration - GSTIN - Amendment of Registration - Cancellation of Registration - Revocation of cancellation. AI in GST: Role, Benefits, ITC Management, Current Scenario and Future of GST Management in India. **Input Tax Credit & Payment of GST:** Input service distribution - Computation - Recovery of Credit - Reversal of credit - Utilization of Input tax credit. Tax invoice credit and debit notes, Different GST returns, Electronic liability Ledger, Electronic credit Ledger, Electronic cash ledger, Different assessment under GST, Interest applicable under GST (Period)	15	CO3
4	**Module IV: Special Provisions in GST:** Various provisions regarding e-way bill in GST, Mechanism of Tax Deducted at Source (TDS) and tax collected at source (TCS) & Refunds,	15	CO4

	Audit under GST. Penalty under GST		

Suggested Readings

- Singhania,V.K.,& Singhania,M.(2020). Student's Guide to Income Tax Including GST . New Delhi: Taxmann Publication.
- Singhania,V.K.,& Singhania, K.(2020). Direct Taxes: Law & Practice. New Delhi: Taxmann Publication.
- Ahuja,G.,&Gupta,R.(2020).Direct Taxes Ready Reckoner. New Delhi: Wolters Kluwer India Private Limited.
- The ICAI Study Material for Final Course Group-II, Paper-8: Indirect Tax Laws [Module1,2,3 and 4]

Taxation AI Tools (India Specific)

- Perplexity :-Pro Advanced legal research and summarization of complex case laws.
- LexLegis AI:- Specializes in Income Tax and GST case laws, judgments, and summarized insights.
- Vidur Tax AI:- Facilitates drafting replies, supports arguments, and extracts relevant case law precedents.
- ChatGPT (File Tools) :-Analyzes 2A/2B, ITR JSON, AIS, and other critical IT/GST PDFs for insights.

Online Resources

- https://egyankosh.ac.in/bitstream/123456789/82430/1/Unit-9.pdf
- https://egyankosh.ac.in/bitstream/123456789/60510/3/Unit-10.pdf

Course Articulation Matrix														
PO-PSO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**	**PSO1**	**PSO2**
CO1														
CO2														
CO3														
CO4														
Avg														

Program	Bachelor of Business Administration				
Year	IV	Semester		VIII	
Course Name	E-Commerce	L	T	P	Credit
Course Code	NDSE67111	4	0	0	4
Course Objectives	To familiarize students with:- To give exposure to learners regarding different aspects of E-Commerce.				
Course Outcomes					
CO1	To understand the basic concept of E-Commerce.				
CO2	Examining the E-Commerce models and world wide web and its functioning.				
CO3	Analyzing the building of ecommerce website and ecommerce payment system.				
CO4	Assessing the different ecommerce marketing concepts.				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Module I: Introduction to E-commerce** E-commerce: The revolution is just beginning, E-commerce: A Brief History, Understanding E-commerce: organizing Themes; Benefits and limitations of E-Commerce; Online Consumers and its types; Types of E-Commerce Providers and Vendors; E-business vs. E-Commerce, Latest trends in E-Commerce.	15	CO1
2	**Module II: E-commerce business models and concepts**: E-commerce Business Models, Major Business to Consumer (B2C) business models, Major Business to Business (B2B) business models, Business models in emerging E-commerce areas, How the Internet and the web change business: strategy, structure and process, Electronic Market, Electronic Data Interchange, Internet Commerce, Generic framework of E-commerce, Architectural framework of E- commerce, Web-based E-commerce Architecture	15	CO2
3	**Module III: Security and Issues in E-Commerce** Threats in Computer Systems: Virus, Cybercrime Network Security, Firewall and Security Policy, Network Firewalls and Application Firewalls, Proxy Server. Issues in E-Commerce: Understanding Ethical, Political and Social Issues in E-commerce; Basic ethical concepts and analyzing ethical dilemmas. E-commerce payment system, electronic billing presentment and payment	15	CO3
4	**Module IV:E-commerce marketing concept:** Role of AI in understanding Internet Audience, Role of AI in enhancing E Commerce security, AI in threat detection, AI in Fraud detection, AI in Cyber security monitoring, What is AI base authentication, Challenges of using AI in E Commerce Security, Hacking and Artificial Intelligence, types, role of AI in preventing hacking, Sniffing, Artificial Intelligence-Meaning AI in Sniffing attacks, AI in preventing Sniffing, Cyber Vandalism and AI	15	CO4

Suggested Readings

- Elias. M. Awad, "Electronic Commerce", Prentice-Hall of India Pvt Ltd.
- Ravi Kalakota, Andrew B. Whinston, "Electronic Commerce-A Manager's guide", Addison- Wesley.
- Electronic Business and Electronic Commerce Management, 2nd edition, Dave Chaffey, Prentice Hall, 2006.
- e-Learning Tools and Technologies, Horton and Horton, Wiley Publishing.

Online Resources

- eGyanKosh: E-Commerce online available at egyankosh.ac.in/handle/123456789/72073
- NPTEL: E-Business online available at https://onlinecourses.nptel.ac.in/noc19_mg54/preview

Course Articulation Matrix														
PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1														
CO2														
CO3														
CO4														
Avg														

Program	**Bachelor of Business Administration**				
Year	**IV**	**Semester**		**VIII**	
Course Name	**Auditing**	**L**	**T**	**P**	**Credit**
Course Code	**NDSE67112**	**4**	**0**	**0**	**4**
Course Objectives	To provide knowledge of auditing principles, procedures, and techniques in accordance with current legal requirements in India, integrating AI-based audit technologies and tools.				
Course Outcomes					
CO1	To understand the basic concepts and importance of auditing and AI in auditing				
CO2	To apply and interpret the contents of audit documentation and audit evidence to corporate annual reports and auditor's reports to understand the true and fair financial position of a company, with AI applications				
CO3	To analyze and interpret the internal control system and IT environment, integrating AI tools				
CO4	To evaluate the various aspects of auditing and auditor's report certification, and incorporate AI tools for improved certification				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Module I: Auditing of Concepts and Artificial Intelligence in Audit** Meaning and nature of auditing; Objectives, advantages and limitations of auditing; Classification of Audit; Errors and Frauds and Auditor's duty. Ethical principles and Code of conduct & value system for auditors. Development of Audit Plan and Procedure. Introduction to Artificial Intelligence in Auditing-Evolution of AI in accounting and auditing, Need for AI in modern audit environment, Difference between traditional audit and AI-based audit	**15**	**CO1**
2	**Module II: Audit Documentation and Audit Evidence** Concept of Audit Documentation; Form, Content & Extent of Audit Documentation; Audit File; Audit evidence; Sufficiency and Appropriateness of Audit evidence; Audit procedures for obtaining audit evidence; Types of Audit evidence; Sources of audit evidence; Relevance and Reliability of audit evidence.	**15**	**CO2**
3	**Module III: Internal Control, Internal Check, and Audit Sampling** Internal control system; internal control questionnaire; internal control checklist; tests of control; Concept of internal audit; Test checking, audit sampling and sampling methods. **Vouching and Verification** Vouching–Meaning and objectives; Procedure of Vouching; Verification of Assets and Liabilities. AI in Fraud Detection and Forensic Audit-Anomaly detection techniques, Fraud pattern recognition, Predictive fraud risk models, Digital forensic tools.	**15**	**CO3**
4	**Module IV: Audit of Companies and Special Areas of Audit** Audit of Limited Companies under the Companies Act, 2013-Qualifications and Disqualifications of Auditor, Appointment of Auditor, Removal, Remuneration, Rights and Duties of Auditor, Auditor's Report, Audit Attestation and Certification, Liabilities of Statutory Auditors, Overview of Auditing Standards, Special types of Audits.	**15**	**CO4**

Suggested Readings

- Ainapure, V.,& Ainapure, M.(2009). Auditing & Assurance Delhi PHI Learning
- Aruna J.(2016) Auditing Delhi: Taxmann Publication.
- Kumar,R.,& Sharma, V.(2015) Auditing Principles and Practice Delhi PHI Learning
- Garg,P.(2019) Auditing & Assurance Delhi Taxmann Publication.
- Singh A. K., & Gupta, L.(2011) Auditing Theory and Practice Galgotia Publishing
- Kamal G.(1987) Contemporary Auditing. Delhi: Tata McGraw Hill Publishing Company.
- Tandon, B. N., Sudharsnam, S ,& Sundharabahu, S (2013) A Hand book on Practical Auditing New Delhi S. Chand Publishing.

Online Resources

- https://egyankosh.ac.in/bitstream/123456789/8714/1/Unit-11.pdf
- https://egyankosh.ac.in/bitstream/123456789/19323/1/Unit-22.pdf

Course Articulation Matrix														
PO-PSO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**	**PSO1**	**PSO2**
CO1														
CO2														
CO3														
CO4														
Avg														

Program	Bachelor of Business Administration				
Year	IV	Semester		VIII	
Course Name	Good Governance	L	T	P	Credit
Course Code	NGE67115	4	0	0	4
Course Objectives	To understand and analyze the movement from Government to Governance and to nurture the learners to become ethically sound, political, educational, and social leaders who can influence policy towards good governance.				
Course Outcomes					
CO1	Understand the public forum to share ideas and suggestions on Governance and Policy-making and File an application for RTI online.				
CO2	Analyze the significance of GeM for buyers and sellers and interpret the key learnings from the case studies on Insider Trading.				
CO3	Evaluate report on significance of E-Governance in Education Sector; analyze and interpret case studies on role of ICT in Governance.				
CO4	Prepare and demonstrate an appraisal report about the functioning of institutions like: educational institutions, health care centers, public utility, local self-government Panchayati Raj Institutions, Aaganawadi, etc.				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Module I: Introduction** Governance: Concept, Meaning and Nature. Leadership for Good Governance: Values, Ethics, and Principles in Leadership. The Fundamental Rights, Directive Principles of State Policy and Fundamental Duties enshrined in the Indian Constitution. Participation of the public in the development process of the nation. Forms of public accountability and Redressal of public grievances with special reference to RTI, Decentralized Governance: Panchayati Raj Institution; Lokpal and Lokayukta.	15	CO1
2	**Module II: Good Governance:** Issues and Challenges in India Mainstreaming alternative viewpoints in democracy; Role of government and market in a competitive economy- GeM; Privacy of data in a networked society and issues related to RTI, Universal Basic Income; Administrative Reforms in India, Civil Service Reforms, Local Governance, Educational Reforms, Media & Governance.	15	CO2
3	**Module III: ICT in Governance: Concept and Significance** From IT to ICT – Information and Communications for Development: International Trends and Policies – Open and Accountable Development using ICTs - Focal Domains of ICT in Governance: e-Administration, e-Citizens, e-services, and e- Society. 6C Model - E-Governance Maturity Model – E Readiness Framework - Design Reality Gaps - The ICT4D Cube – Core Principles of ICT projects.	15	CO3
4	**Module IV: Good Governance Initiatives by Government & Field Exposure** Features of Good Governance: Accountability, Transparency, Responsiveness, Equity & Inclusiveness, Ease of Doing Business, Effectiveness & Efficiency, Rule of law, Participatory, Consensus – Initiatives for Good Governance: Right to Education, Right to Information and Right to Public Services - Initiatives in Local Governments: Social Audit, Citizen Charter, Citizen Report Card and Ombudsman.	15	CO4

Suggested Readings

- Adair, J. (2009). Inspiring Leadership. New Delhi: Viva Books Pvt. Limited.
- Goel, S. L. (2007). Good Governance – An Integral Approach. New Delhi: Deep and Deep Publications Private Limited.
- Bhatnagar, S. (2009). Unlocking E-Government Potential – Concepts, Cases and Practical Insights. New Delhi: Sage Publications India Pvt. Ltd.
- Chakrabarty, B., & Bhattacharya, M. (2008). The Governance Discourse. New Delhi: OUP India.

Course Articulation Matrix														
PO-PSO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**	**PSO1**	**PSO2**
CO1														
CO2														
CO3														
CO4														
Avg														

Program	Bachelor of Business Administration				
Year	IV	Semester		VIII	
Course Name	Corporate Law	L	T	P	Credit
Course Code	NGE67116	4	0	0	4
Course Objectives	To impart the learner's working knowledge of the provisions of the Companies Act, 2013.				
Course Outcomes					
CO1	To understand provisions relating to issue of prospectus and allotment of shares;				
CO2	To apply company processes, meetings, and decisions				
CO3	To analyze the framework of dividend distribution, Accounts of the company and Audit and Auditors of company				
CO4	To evaluate State regulatory aspects involved in Oppression, Mismanagement, corporate restructuring and Winding Up and to study the composition of Adjudicating Authority i.e. NCLT and NCLAT and its powers				

Module	Course Contents	Contact Hrs.	Mapped CO
1	**Module I: Preliminary to Companies Act, 2013** Important definitions: Prospectus and Share Capital, Allotment of securities, Private Placement, share capital, basic requirements, alteration of share capital, Sweat Equity, bonus issue, issue of shares at premium and discount, Further issue of shares, buy-back of shares.	15	CO1
2	**Module II: Management and Administration** Board Meetings, Annual General Meeting, Extra Ordinary General Meeting by the use of Drafting through AI, Requisites of a valid meeting, Convening of Meetings, Minutes and Resolutions; Postal ballot; voting through electronic matters. Dividends & Accounts Declaration and Payment of Dividend, Accounts of Companies, Maintenance and authentication of Financial Statement, Corporate social Responsibility	15	CO2
3	**Module III: Directors and their Powers** Board of directors, appointment and qualifications of directors; Director Identification Number (DIN); Disqualifications, Removal of directors; Legal positions, Powers, Duties and responsibilities; Additional Director, Alternate Director, Nominee Director, Director appointed by casual Vacancy, Key Managerial Personnel, Managing Director, Manager and Whole Time Director.	15	CO3
4	**Module IV; Oppression, Mismanagement, Corporate Restructuring, and Winding Up** Oppression, Mismanagement, Rights to apply, Powers of Tribunal, Provisions related to Compromises, Arrangement and Amalgamations, Concept and Modes of Winding Up; Provisions of winding up under Insolvency and Bankruptcy Code, 2016. National Company Law Tribunal and Appellate Tribunal Definitions; Constitution of National Company Law Tribunal; Constitution of Appellate Tribunal; Appeal from orders of Tribunal; Power to punish for contempt.	15	CO4

Suggested Readings

- Chadha R., & Chadha, S. (2018). Company Laws. Delhi: Scholar Tech Press.
- Hicks, A., & Goo, S. H. (2017). Cases and Material on Company Law. Oxford: Oxford University Press.

- Kuchhal, M. C., & Kuchhal, A. (2020). Corporate Laws. New Delhi: Shree Mahavir Book Depot.
- Kumar, A. (2019). Corporate Laws. New Delhi: Taxmann Publication.
- Sharma, J. P. (2018). An Easy Approach to Corporate Laws. New Delhi: Ane Books Pvt. Ltd.

Course Articulation Matrix														
PO-PSO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**	**PSO1**	**PSO2**
CO1														
CO2														
CO3														
CO4														
Avg														