

**THE GANDHIGRAM RURAL INSTITUTE
(DEEMED TO BE UNIVERSITY)**

**(Ministry of Education (Shiksha Mantralaya), Govt. of India)
Accredited by NAAC with “A++” GRADE (4th Cycle)
GANDHIGRAM – 624 302, TAMIL NADU, INDIA.**

**DEPARTMENT OF RURAL INDUSTRIES
AND MANAGEMENT
SCHOOL OF MANAGEMENT STUDIES**

**SYLLABUS FOR BBA PROGRAMME
(Honours / Honours with Research)
AICTE BASED CURRICULUM (2024)**

**AS PER THE NEP – 2020 REGULATION
WITH EFFECT FROM THE ACADEMIC
YEAR 2024-2025**

Vision of the Department

- ✓ Empowering Rural communities through rural industrialisation.

Mission of the Department

- ✓ Providing academic inputs to youth in rural industries and management, and grooming them for techno-managerial cadres.
- ✓ Conducting research in rural industries and management through Ph.D programmes and other sponsored research Projects.
- ✓ Providing technical and product-making skills to rural youth and SHG members through periodical skill upgradation and capacity building.
- ✓ Undertaking collaborative MoUs with National / International agencies in academic /research endeavours, benefiting rural communities.

Objectives of the Department

- ✓ To utilise local resources and serve as a common facility centre (CFC)
- ✓ To provide employment to rural men and women
- ✓ To produce skilled manpower
- ✓ To produce techno-managerial cadres

BBA PROGRAMME EDUCATIONAL OBJECTIVES (PEOs)

PEO1	<p>To Develop Professional Competence</p> <p>Equip students with strong communication, interpersonal, and managerial skills necessary for effective performance in varied business contexts and organisational roles.</p>
PEO2	<p>To Nurture Leadership and Teamwork</p> <p>Foster leadership abilities and collaborative skills to enable students to manage teams, resolve conflicts, and make strategic decisions in diverse and inclusive work environments.</p>
PEO3	<p>To Foster Entrepreneurial and Analytical Thinking</p> <p>Encourage a proactive mindset for entrepreneurship, enabling students to identify business opportunities, analyse complex problems, and propose innovative and sustainable solutions.</p>
PEO4	<p>To Instil Ethical and Social Responsibility</p> <p>Inculcate a deep sense of ethics, integrity, and environmental consciousness in students, guiding them to act responsibly in their personal and professional endeavours.</p>
PEO5	<p>To Promote Lifelong Learning and Adaptability</p> <p>Prepare students for continuous personal and professional development by enhancing their ability to learn independently, adapt to evolving business trends, and pursue higher education or career advancement.</p>

BBA PROGRAMME OUTCOMES (POs)

PO1	Demonstrate effective communication, interpersonal, and managerial skills essential for business environments, ensuring clarity in thought and execution.
PO2	Exhibit leadership qualities and the ability to function effectively in diverse teams, respecting opinions, managing conflicts, and making strategic decisions.
PO3	Identify, analyse, and solve real-world business problems with an entrepreneurial mindset, applying creativity, innovation, and critical thinking.
PO4	Adhere to ethical principles in personal and professional conduct, while promoting social responsibility and environmental consciousness in business practices.
PO5	Adapt to dynamic business environments with relevant skills, practical exposure, and a commitment to continuous learning and personal growth

BBA PROGRAMME SPECIFIC OUTCOMES (PSOs)

PSO1	Apply foundational and functional knowledge of management principles to effectively handle diverse business tasks and solve organisational problems.
PSO2	Demonstrate the ability to take on executive and supervisory roles by planning, coordinating, and leading teams across business functions.
PSO3	Make responsible and ethical decisions by applying moral values and understanding the social implications of business actions.
PSO4	Communicate clearly and work effectively in teams to achieve organisational objectives in a dynamic and collaborative business environment.

COURSE STRUCTURE FOR BBA PROGRAMME

CURRICULUM DESIGN:

- THREE YEARS BBA DEGREE
 - FOUR YEARS BBA HONORS
 - FOUR YEARS BBA HONORS WITH RESEARCH
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GENERAL COURSE STRUCTURE

A. Definition of Credit:

1 Hr. Lecture (L) per week	1 Credit
1 Hr. Tutorial (T) per week	1 Credit
1 Hr. Practical (P) per week	0.5 Credit
2 Hours Practical (P) per week	1 Credit

B. Course code and definition:

Course code	Definitions
L	Lecture
T	Tutorial
P	Practical
CC	Core Courses
AEC	Ability Enhancement Courses
MDE	Multi-Disciplinary Elective course
VAC	Value-Added Courses
SEC	Skill Enhancement courses
DSE	Discipline-Specific Elective
OE	Open Elective

Course Name: Bachelor in Business Administration, Bachelor in Business Administration (Honours) and Bachelor in Business Administration (Honours with Research)

Course Level/Duration/System: Undergraduate / Three or Four years/6 or 8 Semesters with multiple entry and exit. The following option will be made available to the students joining the BBA Program:

- a. One year:** Under Graduate Certificate in Business Administration
- b. Two years:** Under Graduate Diploma in Business Administration
- c. Three years:** Bachelor in Business Administration (BBA)
- d. Four years:** Bachelor in Business Administration with Honours: BBA (Honours) and Bachelor in Business Administration Honours with Research: BBA (Honours with Research)

The minimum eligibility criteria for opting for the course in the fourth year will be as follows:

- **For BBA (Honours):** BBA Degree
- **BBA (Honours with Research):** Minimum 75% marks or equivalent CGPA in BBA Degree up to Sixth Semester.

Note: The students who are eligible for BBA (Honours with Research) shall have the choice to pursue either BBA (Honours) or BBA (Honours with Research).

**SEMESTER-WISE CREDIT DISTRIBUTION OF BBA DEGREE,
BBA (HONOURS) AND BBA (HONOURS WITH RESEARCH)**

Semester	Core Courses (CC)	Ability Enhancement Courses (AEC)	Multi-Disciplinary Elective course (MDE)	Value-Added Courses (VAC)	Skill Enhancement courses (SEC)	Discipline-Specific Elective (DSE)	Total
I	12 (12)	3 (4)	3 (2)	4 (2)	3(0)	-	25 (20)
II	12 (12)	2 (2)	3 (2)	2 (2)	5 (2)	-	24 (20)
III	12 (12)	2 (0)	2 (2)	2 (2)	4 (4)	-	22+2 VPP (20)
IV	14 (14)	-	-	2 (2)	4 (4)	-	20+2 CE (20)
V	8 (8)	-	-	-	4 (4)	8 (8)	20 (20)
VI	6 (6)	-	-	-	6 (6)	8 (8)	20 (20)
BBA (Honours)							
VII	8 (4)		4(4)		4 (4)	8 (8)	24 (20)
VIII					8 (8)	12 (12)	20 (20)
BBA (Honours with Research)							
VII	16 (12)				-	8 (8)	24 (20)
VIII	20 (20)						20 (20)

Note: Figures in the parenthesis indicate the AICTE requirement.

Category-wise distribution*

Description	Core Courses (CC)	Ability Enhancement Courses (AEC)	Multi-disciplinary elective courses (MDE)	Value added Courses (VAC)	Skill Enhancement courses (SEC)	Discipline Specific Elective (DSE)	Total Min Reqrd/ Actual
BBA	64 (64)	7 (6)	8 (6)	10 (8)	26 (20)	16 (16)	135 (120)
BBA (Honours)	72 (68)	7 (6)	12 (10)	10 (8)	38 (32)	36 (36)	179* (160)
BBA (Honours with Research)	100 (96)	7 (6)	8 (6)	10 (8)	26 (20)	24 (24)	179* (160)

Note: Figures in the parenthesis indicate the AICTE requirement.

*The total credit includes 2 credit CE and 2 credit VPP.

3 Years BBA Program	Total Credits = 135 (120)
4 Years BBA (Honours)	Total Credits = 179 (160)
BBA (Honours with Research)	Total Credits = 179 (160)

Note: 1 Figures in the parenthesis indicate the AICTE requirement.

2: Students can take extra credit courses from their department or another department as per the Admitting Body / University norms.

INDUCTION PROGRAM

Induction program (mandatory)	Three-week duration
A student induction program will be offered right at the start of the first year.	Physical activity, Creative Arts, Universal Human Values, Literary, Proficiency Modules Lectures by Eminent People, Visits to Local Areas, Familiarization to Dept./Branch & Innovations

Mandatory Visits/ Workshop/Expert Lectures

- It is mandatory to arrange one industrial visit every semester for the students of each branch.
- It is mandatory to conduct a One-week workshop during the winter break after the fifth semester on professional/ industry/ entrepreneurial orientation.
- It is mandatory to organise at least one expert lecture per semester for each branch by inviting resource persons from domain-specific industries.

End Semester Examination (ESE) - Question Paper Pattern for

CODE

SEMESTER

BBA DEGREE/BBA (HONOURS)/ BBA (HONOURS WITH RESEARCH)

MONTH-YEAR

COURSE TITLE

Time: 3 Hours

Maximum: 100 Marks

PART – A

Answer ALL Questions

10 x 2 = 20

S.No	Questions	CO Number	Cognitive Level
1		CO1	K1
2		CO1	K1
3		CO2	K1
4		CO2	K1
5		CO3	K1
6		CO3	K1
7		CO4	K1
8		CO4	K1
9		CO5	K1
10		CO5	K1

PART – B

Answer ALL Questions

5 x 6 = 30

S.No	Questions	CO Number	Cognitive Level
11		CO1	K2
	(OR)		
12		CO1	K3
13		CO2	K5
	(OR)		
14		CO2	K3
15		CO3	K4
	(OR)		
16		CO3	K2

17		CO4	K2
	(OR)		
18		CO4	K2
19		CO5	K3
	(OR)		
20		CO5	K3

PART – C

Answer Any Five Out of Seven Questions 5x10 = 50

S.No	Questions	CO Number	Cognitive Level
21		CO1	K3
22		CO2	K5
23		CO2	K4
24		CO3	K3
25		CO3	K6
26		CO4	K6
27		CO5	K5

**SEMESTER-WISE STRUCTURE AND CURRICULUM FOR UG COURSE IN BBA
SEMESTER I AND II**

Semester	Course Code	Category of Courses	Title of the Course	No. of Credits	Lecture Hours /Week	Duration of ESE Hours	Evaluation		
							CFA	ESE	Total
I	24RMUC1101	CC - 1	Principles and Practices of Management	4	4	3	40	60	100
	24RMUC1102	CC - 2	Financial Accounting	4	4	3	40	60	100
	24RMUC1103	CC - 3	Business Statistics and Logic	4	4	3	40	60	100
	24ENUA1101	AEC -1	Essential English-Basic	3	3	3	40	60	100
	24RMUI1101	MDE-1	Indian Knowledge System	3	3	3	40	60	100
	24TMUL1101 24MLIS1101 24HIUL1101	SEC-1	Indian Language -I Tamil/ Malayalam/ Hindi - I	3	3	3	40	60	100
	24FSUV1001	VAC -1	Environmental Education	2	2	-	50	-	50
	24GTUV1001	VAC - 2	Let Us Know Gandhi	2	2	-	50	-	50
	SUB TOTAL (A)				25	25	-	-	-
II	24RMUC1204	CC - 4	Human Behaviour and Organisation	4	4	3	40	60	100
	24RMUC1205	CC - 5	Marketing Management	4	4	3	40	60	100
	24RMUC1206	CC - 6	Business Economics	4	4	3	40	60	100
	24RMUS1201	SEC - 2	Emerging Technologies and Applications	1 + 1	1+2	2	20	30	50
	24TMUL1202 24MLUS1202 24HIUL1202	SEC - 3	Indian Language II Tamil/ Malayalam/ Hindi - II	3	3	3	40	60	100
	24RMUI12XX	MDE - 2	Media Literacy and Critical Thinking/ Ba- sics of Management	3	3	3	40	60	100
	24RMUA1201	AEC - 2	Business Communication-I	2	2	2	20	30	50
	24FAUV1001	VAC - 3	Indian Cultural Heritage	2	2	-	50	-	50
SUB TOTAL (B)				24	25	-	-	-	-

Multi-Disciplinary Elective Course (2 credits)

	Course Code	Title	Credits
II SEMESTER (any one course)	24RMUI1202	Media Literacy and Critical Thinking	2
	24RMUI1203	Basics of Management	2

After Year 1, Students are advised to take Social Responsibility & Community Engagement – encompassing Community Engagement with an NGO in vacation time for a period of one month.

An UNDERGRADUATE CERTIFICATE IN BUSINESS ADMINISTRATION will be awarded if a student wishes to exit at the end of the First year.

EXIT CRITERIA AFTER FIRST YEAR OF THE BBA PROGRAMME

The students shall have the option to exit after 1st year of the Business Administration Program and will be awarded a **UG Certificate in Business Administration**. Students on exit must compulsorily complete an additional **04 Credits either** in a Skill based subject or work-based Vocational Course offered during the summer term or Internship/Apprenticeship/ Social Responsibility & Community Engagement – encompassing community engagement with an NGO after the second semester of a minimum 08 weeks of duration as decided by the respective University / Admitting Body.

The exiting students will clear the subject / submit the Internship Report as per the University schedule.

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RE-ENTRY CRITERIA INTO SECOND YEAR (THIRD SEMESTER)

The student who takes an exit after one year with an award of certificate may be allowed to re-enter the Third Semester for completion of the BBA Program as per the respective University /Admitting Body schedule after earning requisite credits in the First year.

SEMESTER III AND IV

Semester	Course Code	Category of courses	Title of the Course	No. of Credits	Lecture Hours/week	Duration of ESE Hours	Evaluation		
							CFA	ESE	Total
III	24RMUC2107	CC - 7	Management Accounting	4	4	3	40	60	100
	24RMUC2108	CC - 8	Human Resource Management	4	4	3	40	60	100
	24RMUC2109	CC - 9	Legal and Ethical Issues in Business	4	4	3	40	60	100
	24RMUI2104	MDE - 3	Indian Systems of Health and Wellness	2	2	-	50	-	50
	24RMUA2102	AEC - 3	Business Communication-II	2	2	2	20	30	50
	24RMUS2102	SEC - 4	Management Information System	3+1	3+2	3	40	60	100
	24PEUV0001 24GTUV1002	VAC - 4	Yoga and Fitness/Sports/NSS/ Shanti Sena	2	2	-	50	-	50
	24EXUE1102	-	Village Placement Programme	2	-	-	50	-	50
	SUB TOTAL (C)				24	23	-	-	-
IV	24RMUC2210	CC - 10	Entrepreneurship and Startup Ecosystem	2	2	2	20	30	50
	24RMUC2211	CC - 11	Operations Management	4	4	3	40	60	100
	24RMUC2212	CC - 12	Financial Management	4	4	3	40	60	100
	24RMUC2213	CC - 13	Business Research Methodology	4	4	3	40	60	100
	24RMUV2205/ 24RMUV2206	VAC - 5	Business Environment and Public Policy/International Business	2	2	-	50	-	50
	24RMUS2203	SEC- 5	Enterprise Systems and Platforms	2	2	-	50	-	50
	24RMUS2204	SEC- 6	Design Thinking and Innovation	2	2	-	50	-	50
	24EXUE2201	-	Community Engagement	2	2	-	50	-	50
SUB TOTAL (D)				22	22	-	-	-	-

Note:

1. At the end of the Fourth Semester every student shall undergo Summer Training / Internship / Capstone for Eight Weeks in the industry/Research or Academic Institute. This component will be evaluated during the fifth semester.
2. An **UNDER GRADUATE DIPLOMA IN BUSINESS ADMINISTRATION** will be awarded, if a student wishes to exit at the end of Second year.

EXIT CRITERIA AFTER SECOND YEAR OF BBA PROGRAMME

The students shall have the option to exit after 2nd year of the Business Administration Program and will be awarded a **UG Diploma in Business Administration**. Students on exit have to compulsorily complete an **additional 04 Credits either in a Skill based subject or work-based Vocational Course offered during the summer term or Internship/Apprenticeship / Social Responsibility & Community Engagement** – encompassing community engagement with an NGO / Capstone Project after the fourth semester of minimum 8 weeks of duration as decided by the respective University / Admitting Body.

The exiting students will clear the subject / submit the Internship Report as per the University / Admitting Body schedule.

RE-ENTRY CRITERIA INTO THIRD YEAR (FIFTH SEMESTER)

The student who takes an exit after the second year with an award of Diploma may be allowed to re-enter into the fifth Semester for completion of the BBA Program as per the respective University / Admitting Body schedule after earning requisite credits in the Second year.

SEMESTER V

	Course Code	Category of Courses	Title of the Course	No. of Credits	Lecture Hours/week	Duration of ESE Hours	Evaluation		
							CFA	ESE	Total
Semester V	24RMUC3114	CC - 14	Strategic Management	4	4	3	40	60	100
	24RMUC3115	CC - 15	Logistics and Supply Chain Management	4	4	3	40	60	100
	24RMUD31XX	DSE - 1	Discipline Specific Electives – I **Fin/ Mar/ HR/BssA/InterB/SCM	4	4	3	40	60	100
	24RMUD31XX	DSE - 2	Discipline Specific Electives – II Rural Industries – I (List enclosed)	4 (3+1)	5 (3+2)	3	40	60	100
	24RMUS3105	SEC - 7	Internship – I***	4	-	-	100	-	100
	-	-	Major Project [evaluation in the sixth semester]	-	-	-	-	-	-
	24RMUAC3XX	DSE *	Discipline Specific Elective (Audit Course)	0	2	-	50	-	50
	SUBTOTAL (E)				20	23	-	-	-

* Additional DSE as an Audit Course (Non-Credit but compulsory) can be opted by the student.

** Finance/Marketing/Human Resources/Business Analytics/International Business/Supply Chain Management.

*** All students must visit business enterprises/ rural industries/ MSME for the period of one month at the end of fourth semester (summer vocation)

Semester V

DISCIPLINE-SPECIFIC ELECTIVES – I

Finance	Marketing	HRM	Business Analytics	International Business	Supply Chain Management
24RMUD3116: Management Costing	24RMUD3117: Consumer Behaviour	24RMUD3118: Training and Development	24RMUD3119: Business Analytics	24RMUD3120: EXIM Policy and Documentation	24RMUD3121: Project Management

DISCIPLINE SPECIFIC ELECTIVE II (Rural Industries –I)

Course Code	Rural Industries -I
24RMUD3101	Bakery and Confectionery (Theory & Practical)
24RMUD3102	Vegetable Oil – Industry (Theory & Practical)
24RMUD3103	Preservation of Fruit and Vegetables (Theory & Practical)
24RMUD3104	Soap Industry (Theory & Practical)
24RMUD3105	Honey Processing (Theory & practical)
24RMUD3106	Fundamentals of Yarn and Fabric Manufacturing
24RMUD3107	Textile Wet Processing Management

DISCIPLINE-SPECIFIC ELECTIVE (Audit course)

Course code	Audit course
24RMUAC311	Emotional Intelligence at the Workplace

24RMUAC312	Personality Development
24RMUAC313	Logical Reasoning

SEMESTER VI

Semester	Course Code	Category of Courses	Title of the Course	No. of Credits	Lecture Hours/week	Duration of ESE Hours	Evaluation		
							CFA	ESE	Total
VI	24RMUC3222	CC – 16	Project Management	4	4	3	40	60	100
	24RMUC3223	CC – 17	Retail Management	2	2	2	20	30	50
	24RMUD32XX	DSE - 3	Discipline Specific Electives – III **Fin/ Mar/ HR/BssA/InterB/SCM	4	4	3	40	60	100
	24RMUD32XX	DSE - 4	Discipline Specific Electives – IV (Rural Industries – II)	4 (3+1)	5 (3+2)	3	40	60	100
	24RMUS3206	SEC - 8	Corporate Governance	2	2	2	20	30	50
	24RMUS3207	SEC – 5****	Major Project [Initiated in V Semester]	4	4	-	100	-	100
	24RMUACXX	DSE *	Discipline Specific Elective (Audit Course)***	-	2	-	-	-	-
	SUB TOTAL (F)				20	23	-	-	-
GRAND TOTAL				135	141	-	-	-	-

Note: 1. ** Finance/Marketing/Human Resources/Business Analytics/International Business/Supply Chain Management.

2. *** Audit Course doesn't require credit and evaluation

3. **** Major project evaluated in this semester

Semester VI

DISCIPLINE-SPECIFIC ELECTIVES – III

Finance/ Marketing/ Human Resource/Business Analytics/International Business/Supply Chain Management

Finance	Marketing	HRM	Business Analytics	International Business	Supply Chain Management
24RMUD3224: Goods & Service Tax	24RMUD3225: Retail Marketing	24RMUD3226: Cross-Culture HRM	24RMUD3227: Social Media and Web Analytics	24RMUD3228: Global Business Environment	24RMUD3229: Logistics and Distribution Management

DISCIPLINE-SPECIFIC ELECTIVES – IV (Rural Industries –II)

Course code	Rural Industries - II
24RMUD3208	Composting Technologies (Theory & Practical)
24RMUD3209	Soap and Detergents Industry (Theory & Practical)
24RMUD3210	Food Science and Quality Control (Theory & Practical)
24RMUD3211	Processing of Cereals and Pulses (Theory & Practical)
24RMUD3212	Dairy Industry (Theory & Practical)
24RMUD3213	Poultry Farm (Theory & Practical)
24RMUD3214	Principles of Textile Testing
24RMUD3215	Textile and Fashion Merchandising

DISCIPLINE-SPECIFIC ELECTIVE (Audit course)

Course code	Audit course
24RMUAC324	Happiness at the Workplace
24RMUAC325	Market Segmentation
24RMUAC326	Artificial Intelligence

Note: 1) Discipline Elective in Finance/ Marketing/ HR/Business Analytics/Family Business/Entrepreneurship/ Sports Management /Tourism and Travel Management

2) L-T-P for Discipline Electives depends on the subject that the University offers

*Additional DSE as an Audit Course (Non-Credit but compulsory) can be opted by the student.

Note:

1. BACHELOR IN BUSINESS ADMINISTRATION Degree will be awarded if a student wishes to exit at the end of the Third year.

EXIT CRITERIA AFTER THE THIRD YEAR OF THE BBA PROGRAMME

The students shall have the option to exit after 3rd year of the Business Administration Program and be awarded a Bachelor's in Business Administration.

RE-ENTRY CRITERIA IN THE FOURTH YEAR (SEVENTH SEMESTER)

The student who takes an exit after the third year with an award of BBA may be allowed to re-enter into Seventh Semester for completion of the BBA (Honours) or BBA (Honours with Research) Program as per the respective University / Admitting Body schedule after earning requisite credits in the Third year.

The minimum eligibility criteria for opting for the course in the fourth year will be as follows:

- For BBA (Honours): BBA Degree

- BBA (Honours with Research): Minimum 75% marks or equivalent CGPA in BBA Degree up to Sixth Semester.

SEMESTER VII - BBA (Honours)

Semester	Course Code	Category of courses	Title of the Course	No. of Credits	Lecture Hours/ week	Duration of ESE Hours	Evaluation		
							CFA	ESE	Total
VII	24RMUI4105	Open Elective (MDE)	Online Course (SWAYAM/NPTEL)	4	-	-	-	-	-
	24RMUC4130	CC - 18	Entrepreneurial Leadership and Innovation	4	4	3	40	60	100
	24RMUC4131	CC - 19	AI for Managers	4	4	3	40	60	100
	24RMD41XX	DSE - 5	Discipline Specific Electives – V **Finance/ Marketing/ HR/BA/IB /SCM	4	4	3	40	60	100
	24RMUD41XX	DSE - 6	Discipline Specific Electives – VI **Finance/ Marketing/ HR/BA /IB/SCM	4	4	3	40	60	100
	24RMUS4108	SEC - 10	Honours Internship ***	4	4	-	100	-	100
	-	SEC	Dissertation work [evaluation in Eight semesters]	-	-	-	-	-	-
			SUB TOTAL (G)	24	20	-	-	-	-

Semester VII (BBA Honours)
DISCIPLINE-SPECIFIC ELECTIVES – V and VI

	Finance	Marketing	HRM	Business Analytics	International Business	Supply Chain Management
Discipline Specific Electives - V	24RMUD4132: International Financial Management	24RMUD4133: Sales and Distribution Management	24RMUD4134: HRD–Systems and Strategies	24RMUD4135: Business Analytics using R/Python	24RMUD4136: International Trade Policy & Strategy	24RMUD4137: Inventory Management
Discipline Specific Electives - VI	24RMUD4138: Investment Analysis and Portfolio Management	24RMUD4139: Marketing of Services	24RMUD4140: Negotiation Skills	24RMUD4141: HR Analytics	24RMUD4142: Transactional and Cross-Cultural Marketing	24RMUD4143: Supply Chain Analytics

SEMESTER VIII - BBA (Honours)

Semester	Course Code	Category of Courses	Title of the Course	No. of Credits	Lecture Hours/ week	Duration of ESE Hours	Evaluation		
							CFA	ESE	Total
VIII	24RMUD42XX	DSE 7	Discipline Specific Electives – VII **Finance/ Marketing/ HR/BA/IB/SCM	4	4	3	40	60	100
	24RMUD42XX	DSE 8	Discipline Specific Electives – VIII **Finance/ Marketing/ HR/BA/IB/SCM	4	4	3	40	60	100
	24RMUD42XX	DSE 9	Discipline Specific Electives – IX **Finance/ Marketing/ HR/BA/IB/SCM	4	4	3	40	60	100
	24RMUS4209	SEC - 11	Dissertation [Started in the Seventh semester]	8	-	-	200	-	200
			SUBTOTAL (H)	20	20		-	-	-
			GRAND TOTAL (A+B+C+D+E+F+G+H)	179	181		-	-	-

Note: ** Finance/Marketing/Human Resources/Business Analytics/International Business/Supply Chain Management.

*** All students must visit business enterprises/ rural industries/ MSME for the period of one month of end of II semester summer vacation

VIII Semester (BBA Honours)

Discipline-Specific Electives – VII, VIII and IX

	Finance	Marketing	HRM	Business Analytics	International Business	Supply Chain Management
Discipline-Specific Electives VII	24RMUD4244: Business Analytics and Valuation	24RMUD4245: Supply Chain Management	24RMUD4246: HR Analytics	24RMUD4247: Data Visualisation using Tableau/ Power bi	24RMUD4248: International Supply Chain Management	24RMUD4249: International Supply Chain
Discipline Specific Electives VIII	24RMUD4250: Financial Modelling and Derivatives	24RMUD4251: International Marketing	24RMUD4252: Behavioural Testing & Training for Employee Retention	24RMUD4253: Data Mining	24RMUD4254: International Accounting and Reporting System	24RMUD4255: Quality Tool Kit for Manager
Discipline Specific Electives IX	24RMUD4256: Neuro-Finance	24RMUD4257: Neuro-Marketing	24RMUD4258: Employee Life Cycle Management	24RMUD4259: Business Applications of Blockchain Technology	24RMUD4260: International Ventures, Mergers and Acquisitions	24RMUD4261: Operations Strategy

BBA (Honours with Research)

SEMESTER VII AND VIII

Semester	Course Code	Category of Courses	Title of the Course	No. of Credits	Lecture Hours/week	Duration of ESE Hours	Evaluation		
							CFA	ESE	Total
VII	24RMUC4162	CC - 18	Advanced Data Analysis Tools	4	4	3	40	60	100
	24RMUC4163	CC - 19	Advanced Research Methodology	4	4	3	40	60	100
	24RMUC4164	CC - 20	Innovation Driven Entrepreneurial Leadership	4	4	3	40	60	100
	24RMUS4108	CC - 21	Research Internship	4	4	-	100	-	100
	24RMUD41XX	DSE 5	**Discipline Specific Electives – V Finance/ Marketing/ HR/BA/ IB/SCM	4	4	3	40	60	100
	24RMUD41XX	DSE 6	**Discipline-Specific Electives - VI Finance/ Marketing/ HR/BA/IB/ SCM	4	4	3	40	60	100
	SUB TOTAL (I)			24	24	-	-	-	-
Semester	Course Code	Category of Courses	Title of the Course	No. of Credits	Lecture Hours/week	Duration of ESE Hours	Evaluation		
VIII	24RMUC4278	CC - 22	Dissertation (For Research Track) *	20	-	-	400	-	400
		SUB TOTAL (J)			20	-	-	400	-
GRAND TOTAL (A+B+C+D+E+F+I+J)				179	165	-	-	-	-

Note: ** Finance/Marketing/Human Resources/Business Analytics/International Business/Supply Chain Management.

Semester VII (Honours with Research)

DISCIPLINE-SPECIFIC ELECTIVES – V and VI

	Finance	Marketing	HRM	Business Analytics	International Business	Supply Chain Management
Discipline Specific Electives - V	24RMUD4132: International Financial Management	24RMUD4133: Sales and Distribution Management	24RMUD4134: HRD - Systems and Strategies	24RMUD4135: Business Analytics using R/Python	24RMUD4136: International Trade Policy & Strategy	24RMUD4137: Inventory Management
Discipline Specific Electives - VI	24RMUD4138: Investment Analysis and Portfolio Management	24RMUD4139: Marketing of Services	24RMUD4140: Negotiation Skills	24RMUD4141: HR Analytics	24RMUD4142: Transactional and Cross-Cultural Marketing	24RMUD4143: Supply Chain Analytics

SEMESTER – I

SEMESTER – I

Course Code & Title	24RMUC1101: Principles and Practices of Management		
Programme	B.B.A.	Semester- I	
	Credit: 4	Hours : 4 per week	
Cognitive Level	K-1	Recall the concepts and principles of management.	
	K-2	Illustrates basic functions of management.	
	K-3	Apply the knowledge of management functional areas.	
Course Objectives	<ul style="list-style-type: none"> • To gain knowledge of the history of management and administration. • To recognise the various functions of management. • To aid the student in understanding how an organisation functions. • To understand the importance of organising in current business firms. • To understand the basic principles of controlling in management. 		
	Units	Contents	No. of Hours
	I	Management and Administration Meaning and importance of management; - Administration -Managerial functions; Managerial roles; Managerial competencies. Indian Ethos for Management: Evolution of Management thought: Early contributions: Taylor and Scientific Management, Fayol's Administrative Management, Bureaucracy, Human Relations, and Modern Approach.	10
	II	Planning and Strategic Management Concept of planning, Significance of planning, Classification of planning: Process of planning, Barriers to effective planning. MBO, Management by Exception Strategic Management - Meaning, Definition, Elements, Scope and Dimensions, Process, Importance, Strategic Decisions and SWOT Analysis - planning vs. Strategy.	12
	III	Organizing and Decision Making Organizing: Definition - organizing, Principles of organizing, Process of organizing, Types of organizational structure, Span of control, Centralization vs. Decentralization of authority. Formal and Informal organization, Coordination mechanisms in organizations. Decision Making: Strategies of decision making, Steps in rational decision making process, Factors influencing decision making process.	14
IV	Staffing and Leadership Staffing – Meaning, Nature, Importance, Staffing Process – Manpower Planning, Recruitment, Selection, Orientation and Placement, Training, Remuneration, Performance Appraisal, Promotion and Transfer. Leadership vs. Management, Process of Leadership, Importance of leadership, Characteristics of an effective leader. Controlling: Concept, Importance of controlling, Types of control, Steps in control process.	12	
V	Salient Developments and Contemporary Issues in Management Management challenges of the 21st Century; Factors reshaping and re-designing management purpose, performance and reward perceptions- Internationalization, Digitalization, Entrepreneurship & Innovation - Case studies on Indian corporates like Tata, Bhilwara Group, IOC and Godrej, etc., Gandhian Principles for Management	12	

References	<p>Suggested Books:</p> <ol style="list-style-type: none"> 1. Andrew J. Dubrin, Essentials of Management, Thomson Southwestern, 10th edition, 2016. 2. Samuel C. Certo and S. Trevis Certo, Modern Management: Concepts and Skills, Pearson education, 15th edition, 2018. 3. Harold Koontz and Heinz Wehrich, Essentials of Management: An International, Innovation, And Leadership Perspective, 10th edition, Tata McGraw-Hill Education, 2015. 4. Charles W.L Hill and Steven L McShane, Principles of Management, McGraw Hill Education, Special Indian Edition, 2017. 5. Stephen P. Robbins, Timothy A. Judge, Organisational Behavior, PHI Learning / Pearson Education, 16th edition, 2014. <p>Reference Books:</p> <ol style="list-style-type: none"> 1. Fred Luthans, Organisational Behavior, McGraw Hill, 12th Edition, 2013. 2. Don Hellriegel, Susan E. Jackson and John W, Jr Slocum, Management: A competency-Based Approach, Thompson South Western, 11th edition, 2008. 3. Heinz Wehrich, Mark V Cannice and Harold Koontz, Management – A competency – Based Approach, Thompson South Western, 11th Edition, 2008. 4. Stephen P. Robbins, David De Cenzo and Mary Coulter, Fundamentals Of Management, Prentice Hall of India, 9th edition 2016. 5. McShane, Mary V. Glinow, Organizational Behavior, 8th Edition, Tata Mc Graw Hill, 2017.
Course Outcomes	
CO1	Understand the basic principles, functions and various approaches to management and contemporary management practice for managing in global environment.
CO2	Describes the basic functions of management like planning and decision making.
CO3	Describes staffing and organizational functions of management.
CO4	Makes to understand the importance of coordination in the organization.
CO5	Effectively utilize the modern tools and techniques of control in organization.

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	3	2	2	2	3	3	2	2	2
CO2	3	2	3	2	3	3	3	2	2
CO3	3	3	3	2	3	3	3	2	2
CO4	3	3	3	2	2	3	3	2	2
CO5	3	2	3	2	3	3	3	2	2
Avg	3	2.4	2.8	2	2.8	3	2.8	2	2

Course Code & Title	24RMUC1102: FINANCIAL ACCOUNTING	
Programme	B.B.A.	Semester- I
	Credit: 4	Hours:4 per week
Cognitive Level	K-1	Remembrance of the accounting concepts
	K-2	Analyse the different types of cash books to understand their specific uses.
	K-3	Learn the steps involved in preparing a balance sheet effectively.
Course Objectives	<ul style="list-style-type: none"> To familiarise oneself with the preparation of accounts and to accurately depict the financial situation. 	
	<ul style="list-style-type: none"> To understand the basic accounting concepts and their application in business. 	
	<ul style="list-style-type: none"> To apply the dual-entry recording framework to a series of transactions. 	
	<ul style="list-style-type: none"> To gain knowledge on the preparation of financial statements. 	
	<ul style="list-style-type: none"> To develop the skills needed to analyse financial statements effectively. 	
Units	Contents	No. of Hours
I	Accounting: Meaning and Definition of Accounting – Scope of Accounting – Uses of Accounting - Limitations of Accounting – Accounting Concepts – Accounting Conventions - Difference between Accounting and Management Accounting.	10
II	Single Entry System: Meaning – Features of Single-Entry System – - Double Entry System - Difference between Single Entry System and Double Entry System. Differences between Bookkeeping and Accounting.	10
III	Types of Accounts: Rules for preparing Accounts - Journal – Ledger - Subsidiary Books - Cash Book – Meaning Types of Cash Book – Single Column, Double and Three Columns Cash Book – Trial Balance – Meaning – Preparation of Trial Balance.	10
IV	Final Accounts Format: Components in Trading Account - Preparation of Trading Account, Components in profit and loss account – Preparation of Profit and Loss Account and Balance Sheet (Simple Adjustment Only).	20
V	Depreciation and Tally: Meaning, Definition – Importance of providing Depreciation – Defects of Depreciation – Method of calculating Depreciation – Straight line method – Written down value method - Tally software and its applications in financial accounting, including ledger management and the generation of financial reports.	10
References	<p>Suggested Books:</p> <ol style="list-style-type: none"> Dr. S. M. Shukla, (2022), "Advanced Accounts, Volume I", S. Chand Publishing, 19th Edition. Paul C. Kimmel, Jerry J. Weygandt, and Donald E. Kieso, (2022), "Financial Accounting: Tools for Business Decision Making", Wiley, 9th Edition. <p>Reference Books:</p> <ol style="list-style-type: none"> Kieso, D.E., Weygandt, J.J., and Warfield, T.D., (2023), "Intermediate Accounting", Wiley, 17th Edition. Theodore Christensen, David Cottrell, and Cassy Budd, (2023) "Advanced Financial Accounting, 13th Edition", McGraw Hill. Thomas R. Ittelson, (2022), "Financial Statements: A Step-by-Step Guide to Un- 	

	<p>derstanding and Creating Financial Reports", Career Press, New Edition.</p> <p>4. Jerry J. Weygandt, Paul D. Kimmel, and Jill E. Mitchell, (2023) "Financial Accounting, 12th Edition", Wiley.</p>
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Course Outcomes	
CO1	Students develop proficiency in grasping the fundamental concepts of accounting.
CO2	Acquire a detailed understanding of preparing single, double, and triple-column cash books.
CO3	Learn how to prepare a business's trading account, profit and loss account, and balance sheet.
CO4	Understand the significance of employing the double entry system in accounting.
CO5	Gain comprehensive insights into the necessity of asset depreciation and its various methods.

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	3	2	2	2	3	3	2	2	2
CO2	3	2	2	1	2	3	2	1	2
CO3	3	2	3	2	3	3	2	2	2
CO4	3	2	2	2	3	3	2	2	2
CO5	3	2	2	2	3	3	2	2	2
Avg	3	2	2.2	1.8	2.8	3	2	1.8	2

Course Code & Title	24RMUC1103: BUSINESS STATISTICS AND LOGIC		
Programme	B.B.A.	Semester- I	
	Credit: 4	Hours: 4 per week	
Cognitive Level	K1	Remembrance of the Statistics and logic concepts	
	K2	Analyse the different types of statistics tools to understand their specific uses.	
	K3	Learn the steps involved in preparing a balance sheet effectively.	
Course Objectives	<ul style="list-style-type: none"> To learn the applications of statistics in business statistics and logical decision making Knowledge of business statistics and its scope and importance in various fields. Ability to understand the collection of data survey, sampling design and different data types. Knowledge of methods for summarising data, including common graphical tools Ability to describe data with measures of central tendency and measures of dispersion. 		
	<ul style="list-style-type: none"> Ability to understand measures of skewness and kurtosis and their utility and significance. 		
	Units	Contents	No. of Hours
	I	Introduction to Statistics Meaning and definition of Business Statistics, scope and importance, uses in Business and statistics and limitations, collection of data survey and, sampling design.	10
	II	Measures of central tendency and Diagrammatic and Graphical Representation Classification and Tabulation, diagrammatic representation, Graphic representation, and measures of central tendency.	12
III	Measures of Dispersion Measures of Dispersion, range, quartile deviation, mean deviation, standard deviation and coefficient of variation, skewness, coefficient and measures of skewness.	14	
IV	Correlation and regression Meaning and Definition of correlation, regression, significance, types and properties of correlation-Merits and demerits of using correlation and regression-Difference between regression and correlation.	12	
V	Solving the Roots and Quadratic equation Introduction to Solving the Roots and Quadratic equation, notation, Indices, laws of indices, further notation.	12	
References	Suggested Books: <ol style="list-style-type: none"> Pillai R.S. N and Bagavathi (2009), Statistics Theory and practices, S.Chand and company ltd; N.D.875 John Vince (Second Edition), Foundation Mathematics for Computer Science, A visual Approach Springer Gupta.S.P.- Statistical Methods, Sultan Chand & Co. New Delhi. Arura- Statistics for Management, Sultan Chand & Co. New Delhi. G. V. Shenoy, Uma K. Srivastava, S. C. Sharma - Business Statistics - New Age Publications. 		

	Reference Books <ol style="list-style-type: none"> 1. Fundamentals of Mathematical Statistics: S. C. Gupta and V. K.Kapoor. 2. Fundamentals of Statistics Vol- I: A. M. Goon, M. K. Gupta and B.Dasgupta. 3. New Mathematical Statistics: Bansi Lal and S.Arora. 4. An Introduction to Theory of Statistics: G. Udny, M. G,Kendal. Guide to current Indian Official Statistics, Central Statistical Office, GOI, New Delhi.
Course Outcomes	
CO1	To apply statistics in business statistics and logical decision making
CO2	To understand and solve business problems
CO3	To apply statistical techniques to data sets, and correctly interpret the results.
CO4	To develop skill-set that is in demand in both the research and business environments.
CO5	To enable the students to apply the statistical techniques in a work setting.

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	3	2	3	2	3	3	2	2	2
CO2	3	2	3	2	2	3	2	2	2
CO3	3	2	3	2	3	3	2	2	2
CO4	3	2	3	2	3	3	2	2	2
CO5	3	2	3	2	3	3	2	2	2
Avg	3	2	3	2	2.8	3	2	2	2

24ENUA1101 ESSENTIAL ENGLISH: BASIC

Credit: 3

Hours: 3 per week

2

24ENUA1101/24ENIA1101/24ENVA1101 ESSENTIAL ENGLISH: BASIC (3 Credits/3 Hours per week)

Objectives:

This course aims

- to introduce the students to the basics of functional English Grammar for everyday use;
- to provide them opportunities to improve their essential language skills in English through practice in all language skills;
- to facilitate usage of the English language in everyday circumstances.

Unit I: Grammar

- Nouns & Pronouns
- Adjectives & Determiners
- Verbs and Tenses
- Auxiliary Verbs

Unit II: Oral Communication

- Listening Skills
 - Descriptions
 - Story Narrations
 - Short Speeches
- Speaking Skills
 - Descriptions
 - Conversation Techniques

Unit III: Reading & Vocabulary

- Reading comprehension passages
- Vocabulary building

Unit IV: Writing Skills

- Paragraph writing
- Note making
- Short Narratives

Unit V: English in Everyday Use


- Reading Aloud
- Face to Face Conversation
- Telephone Conversation

Textbook:

Textbook/Course Material - Prepared by the School of English & Foreign Languages.

Reference Book:

Sargeant, Howard. *Basic English Grammar Book 2*. Irvine: Saddleback, 2007. Print.

 23/08/24
DEAN
School of English and Foreign Languages
The Gandhigram Rural Institute
(Deemed to be University)
Gandhigram-624 302.

Course Code & Title	24RMUI1101: INDIAN KNOWLEDGE SYSTEM		
Programme	B.B.A.	Semester- I	
	Credit: 2	Hours: 2 / per week	
Cognitive Level	K-1	Recall different types of theory in Indian Knowledge System	
	K-2	Learn how the knowledge of Indian system helped to improve their daily life.	
	K-3	Know the Indian polity system	
Course Objectives	<ul style="list-style-type: none"> To learn basic concepts in IKS. To impart knowledge on the need for Indian Scholars and Indian Literature. To understand the basis of Indian Traditional/Tribal/Ethnic. To acquire basic knowledge on Health Wellness. To apply the same in managing men in industries. 		
	Units	Contents	No. of Hours
	I	Introduction to Indian Knowledge System (IKS) Definition, concept and scope of IKS, IKS-based approaches to knowledge paradigms, IKS in ancient India and in modern India	6
	II	IKS and Indian Scholars, Indian Literature Philosophy and Literature, Introduction to Purana, Itihasas, Niti sastra and Subhasita, Sahitya, Thirukural.	6
	III	Indian traditional /tribal/ethnic communities) India on the map of the world and its neighbouring countries - Resource availability, utilization pattern and limitation- Geographical diversities- socio-cultural linkage with traditional knowledge system. Tangible and intangible cultural heritage.	6
IV	Health Wellness Introduction to health, Ayurveda, Seven-tissues, Role of Agni in Health-Tri Dosas- Importance of Sleep - Approach to lead a healthy life- The Tri-Guna system & holistic picture of the Individual –The nature of consciousness.	6	
V	Understanding Indian Polity Introduction to Raja dharma - Arthasastra: a historical perspective- The King and the Amatya - The Evolution of the State in India- Nature and Origin-Janapada & durga-danda –mitra-The administrative setup-Relevance of Arthasastra.	6	
References	<ol style="list-style-type: none"> Textbook on IKS by Prof. B Mahadevan, IIM Bengaluru. Venkataraman Subha Srinivasan. The Origin Story of India's States. Penguin Random House India Private Limited, 25 Oct. 2021 Reference Book <ol style="list-style-type: none"> Ramesh Dutta Dikshit, Political Geography: Politics of Place and Spatiality of Politics, Deshpande C. D., 1992: India: A Regional Interpretation, ICSSR, New Delhi Macmillan Education, 2020. 		

Course Outcomes	
CO1	Students will understand the need for the Indian Knowledge System.
CO2	the students will gain insight from Indian puranas, and Niti sastra for their betterment.
CO3	able to understand India in geographical, historical, social, cultural and political settings
CO4	To Identify and practice required health wellness for the 21st century
CO5	To develop the systematic organizations with IKS

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	3	2	2	3	2	3	2	2	2
CO2	2	2	3	3	2	2	2	2	2
CO3	3	2	3	3	2	3	2	2	2
CO4	3	2	2	2	3	2	2	2	2
CO5	3	2	3	3	3	3	2	2	2
AVG	2.8	2	2.6	2.8	2.4	2.6	2	2	2

பருவம்: 1

**தாள்: 24TMUL1101 / 24TAM10101 தமிழ் - மொழித்திறன் பெறுமதி: 3
நோக்கங்கள்**

- தமிழ்மொழியின் தொன்மையையும் சிறப்பையும் மாணவர்கள் அறியச் செய்தல்.
- தமிழ்மொழியின் அடிப்படை இலக்கணங்களை மாணவர்களுக்குக் கற்பித்துப் பிழையின்றிப் பேசவும் எழுதவும் பயிற்சியளித்தல்.
- கலைச்சொல்லாக்கத்தின் தேவை, மொழிபெயர்ப்பின் அவசியம் குறித்த அறிவை மாணவர்களுக்குத் தருவதோடு கலைச் சொல்லாக்கத்திலும் மொழிபெயர்ப்பிலும் ஈடுபாடு கொள்ளச் செய்தல்.

அலகு: 1

திராவிடம் எனும் சொல் உருவாக்கம் - திராவிட மொழிக் குடும்பங்கள்- தமிழ்மொழியின் தொன்மை, சிறப்புகள் - பழங்கால எழுத்து முறைகள் (தமிழ், பிராமி, வட்டெழுத்து)) - தமிழ்மொழி வரலாற்றை அறிய உதவும் சான்றுகள் - தமிழ் இலக்கண நூல்களின் வளர்ச்சி

அலகு: 2

(8 மணி நேரம்)

அடிப்படைத் தமிழ் இலக்கணம் - மாத்திரை - முதலெழுத்துகள் - சார்பெழுத்துகள் - போலி - சொல்வகைகள் (பெயர், வினை, இடை, உரி - பெயர்வகைகள் (இடுகுறிப்பெயர்கள், காரணப் பெயர்கள்) - ஆகுபெயர் வகைகள் - பெயரெச்சம், வினையெச்சம், வேற்றுமை உருபுகள், தொகை வகைகள், வியங்கோள் வினைமுற்று, வினையாலணையும் பெயர், அடுக்குத்தொடர், இரட்டைக்கிளவி, வழக்குச் சொற்கள் (இயல்பு வழக்கு, தகுதிவழக்கு)

அலகு: 3

(8 மணி நேரம்)

பிழையின்றி எழுதும் முறை - ஒலி வேறுபாடுகள் (ல,ள,ழ,ர,ற,ந,ன,ண) - வல்லினம் மிகுமிடங்கள் - வல்லினம் மிகா இடங்கள் - ஈரொற்று வருமிடங்கள் - வாக்கியப்பிழைகள் -ஒருமை, பன்மை மயக்கம் - திணை மயக்கம் - பால் மயக்கம் - மரபுப் பிழைகளை நீக்குதல் - பேச்சுவழக்கை எழுத்து வழக்காக மாற்றுதல் - வாக்கிய வகைகள் - செய்தி வாக்கியம் - வினா வாக்கியம் - உணர்ச்சி வாக்கியம் - கட்டளை வாக்கியம் - தனிவாக்கியம் - தொடர் வாக்கியம் - கலவை வாக்கியம் - உடன்பாடு/எதிர்வினை - செய் வினை/செய்ப்பாட்டு வினை - தன்வினை/பிறவினை வாக்கியம்

அலகு: 4

(8 மணி நேரம்)

கலைச்சொல்லாக்கம் : கலைச்சொல் விளக்கம் - கலைச்சொல்லாக்க முறைகள் - கலைச்சொற்களைத் தரப்படுத்துதல் - பொதுக் கலைச்சொற்கள் - துறை சார்ந்த கலைச்சொற்கள் - ஆட்சிக் கலைச்சொற்கள் - அறிவியல் கலைச்சொற்கள்

அலகு: 5

மொழிபெயர்ப்பு - விளக்கம் - வகைகள்- மொழிபெயர்ப்பாளரின் தகுதிகள் - மொழிபெயர்ப்புக் கோட்பாடுகள் - மொழிபெயர்ப்புச் சிக்கல்கள் (தமிழ் - ஆங்கிலம் மொழிபெயர்ப்பு) -செயற்கை நுண்ணறிவு மொழிபெயர்ப்பு -மொழிபெயர்ப்புப்பயிற்சி

(8 மணி நேரம்)

பாடநூல்கள்

1. ஜி. ஜான் சாமுவேல் - திராவிட மொழிகளின் ஒப்பாய்வு (ஓர் அறிமுகம்) ஆசியவியல் நிறுவனம், சென்னை, 1996
2. நடன காசிநாதன் - கல்லெழுத்துக்கலை, மணிவாசகர் பதிப்பகம், சிதம்பரம், 2009
3. வே.தி.செல்லம் - தமிழக வரலாறும் பண்பாடும், மணிவாசகர் பதிப்பகம், சென்னை, 2023
4. இரா. இளங்குமரன் இலக்கண வரலாறு, சாரதா பதிப்பகம், சென்னை, 2022 அலகு - 1
5. அ.கி.பரந்தாமனார் - நல்ல தமிழ் எழுத வேண்டுமா?, அல்லி நிலையம், சென்னை, 2005, அலகு - 2
6. மா. நன்னன் - தவறின்றித் தமிழ் எழுதுவோம், ஞாயிறு பதிப்பகம், சென்னை, 1990 அலகு - 3
7. இராதாசெல்லப்பன் - கலைச்சொல்லாக்கம், தாமரைப் பதிப்பகம், சென்னை, 2006 அலகு - 4
8. நா.ஜானகிராமன் - அறிவியல் கலைச்சொல்லாக்கம், அமேசான் கிண்டில் எடிசன், 2020
9. ந.முருகேசபாண்டியன் - மொழிபெயர்ப்பியல், நியூ செஞ்சுரி புக் ஹவுஸ், சென்னை, அலகு - 5

பார்வை நூல்கள்

1. கு.பரமசிவம் - இக்காலத் தமிழ் மரபு, அடையாளம் பதிப்பகம், சென்னை, 2011

2. பொற்கோ- இலக்கணக் கலைக் களஞ்சியம், ஐந்திணைப் பதிப்பகம், சென்னை, 2011
3. மா. நன்னன்- நல்ல உரைநடை எழுத வேண்டுமா?, ஏகம் பதிப்பகம், சென்னை, 2006
4. இராதா செல்லப்பன் - கலைச் சொல்லாக்கம், தாமரை பதிப்பகம், சென்னை, 2006
5. சேதுமணி மணியன் - மொழிபெயர்ப்பியல் கோட்பாடுகளும் உத்திகளும், செண்பகம் வெளியீடு, மதுரை, 2011
6. க.சண்முக வேலாயுதம் - மொழிபெயர்ப்பியல், உலகத் தமிழாராய்ச்சி நிறுவனம், சென்னை, 1985

இணையத்தரவுகள்

1. <https://www.tamildigitallibrary.in/book-detail.php?id=jZY9lup-2kZ16TuXGIZQdjZt9kZY0#book1/>
2. <https://en.wikipedia.org/wiki/>
3. <http://www.tamilvu.org/>

விளை பயன்கள்

- தமிழ்மொழியின் வரலாற்றையும் தமிழ் எழுத்துக்களின் வளர்ச்சியையும் சிறப்பையும் அறிந்து கொள்வர்
- தமிழ்மொழியின் அடிப்படை இலக்கணங்களை அறிந்துகொள்வர்
- பிழையின்றி எழுதும் ஆற்றலைப் பெறுவர்
- கலைச்சொற்களை மொழிபெயர்க்கும் திறன் பெறுவர்
- தமிழ்நாடு அரசு தேர்வாணையம் நடத்தும் பகுதி IV, II தேர்வுகளில் கேட்கப்படும் தமிழ் மொழி, இலக்கணங்கள் பற்றிய வினாக்களுக்கு விடையளிக்கும் திறனைப் பெறுவர்
- நவீனத் தொடர்பு ஊடகங்களில் செயல்படும் திறன் பெறுவர்

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24MLUS1101/24MLIS1101: MALAYALAM

MALAYALAM LANGUAGE COURSE FOR ALL UG/M.A (5.YR.INT) FIRST SEMESTER LANGUAGE SKILL

Code : 24MLUS1101/24MLIS1101

Credit - 3

OBJECTIVE OF THE COURSE

To introduce the modern Malayalam Language

SPECIFIC OBJECTIVES OF THE LEARNING

- To understand the origin and development of Malayalam Language.
- To apprehend the difference between the Ancient, Medieval and Modern Malayalam Language.
- To inculcate the aesthetics of Malayalam Language.
- To know how to write good Prose.
- To communicate ideas, culture and human values through good Malayalam Prose.

COURSE OUTCOME

- CO1. It enables writing skill in Malayalam Language.
CO2. Ability to understand and interpret Malayalam writings.
CO3. Understand significant developments in the history of Malayalam Language.
CO4. Demonstrate critical reading , writing and thinking skills through analysis, synthesis and evaluation of important ideas.
CO5. It develops the skill to understand the language of Electronic Media.

Unit – I

- a) Nerechowye Nalaksharam Padikkan - By N. Krishna Pillai
- b) Gadhya Thathwam - By Sukumar Azhicode

Unit – II

- a) Nalla Gadhyam Enth - By S. Gupthan Nair
- b) Nalla Malayalam Engane – C. V. Vasudeva Bhattathiri

Unit – III

- a) Akshrathettukal – By Panmana Ramachandran Nair
- b) Bhasha Vicharam - By Naduvattom Gopalakrishnan

Unit – IV

- a) Sahithyabhashayum Sambashana Bhashayum – By Dr. K. M. George
- b) Pathra Bhashayum Sahithya Bhashayum – By A. P. Udhayabhanu

Unit – V

- a) Pathrabhasha - By N. V. KrishnaVarrier
- b) Bhasha Electronic Madhyamathil – By V. K. Narayanan

Text Books :

1. Bhavana Enna Vismayam, Sukumar Azhicode, DC Books, Kottayam, 2001.
2. Srishtiyum Srashtavum, S. Guptan Nair, DC Books, Kottayam, 2001.
3. Nalla Malayalam, C. V. Vasudeva Bhattathiri, Imprint, Kollam, 1992.
4. Bhasha Vicharam, Naduvattom Gopalakrishnan, Kerala Bhasha Institute, Tvm, 2023.

Reference Books :

1. Thettum Sariyum, Panmana Ramachandran Nair, SPCS, Kottayam, 1994.
2. Malayalam Bhashabhandham, C. V. Vasudeva Bhattathiri, Kerala Bhasha Institute, Tvm, 1984.
3. Sahityacharithram Prasthanagaliloode, Ed. K.M. George, SPCS, Kottayam, 1984.
4. Sapdhasodhini, A.R. Rajarajavarma, Kerala University, Tvm, 1984.
5. Kairaliyude Kadha, N. Krishna Pillai, SPCS, Kottayam, 1980.
6. Malayalam, Mathrubhumi Books, Kozhikkode, 2008.

Lecture Schedule :

Sl.No.	Contact Hours	Description
1	1 - 4	Nerechowye Nalaksharam Padikkan - By N. Krishna Pillai
2	5 - 9	Gadhya Thathwam - By Sukumar Azhicode
3	10 - 13	Nalla Gadhya Enth - By S. Guptan Nair
4	14 - 17	Nalla Malayalam Engane - C. V. Vasudeva Bhattathiri
5	18 - 21	Akshrathettukal - By Panmana Ramachandran Nair
6	22 - 26	Bhasha Vicharam - By Naduvattom Gopalakrishnan
7	27 - 32	Sahityabhashayum Sambashana Bhashayum - By Dr. K. M. George
8	33 - 37	Pathra Bhashayum Sahitya Bhashayum - By A. P. Udhayabhanu
9	38 - 42	Pathrabhasha - By N. V. KrishnaVarrier
10	43 - 45	Bhasha Electronic Madhyamathil - By V. K. Narayanan

24HIUL1101: HINDI

HINDI LANGUAGE ALL UG/M.A. (5 YR. INT.) PROGRAMMES FIRST SEMESTER

(PROSE, SHORT STORIES AND GRAMMAR)

COURSE CODE: 24HIUL1101

CREDITS : 3

Course Objectives:

- To explain about Hindi Prose through Prescribed lessons
- To discuss how to analyze Short Stories
- To teach Hindi Grammar

Course Outcomes:

- CO1- Critical Study of “Neer – ksheer Vivek” Gandhian Ideology expressed in “Neer – ksheer Vivek”
- CO2- Analytical Study of “Neta Naheen Naagarik chahie”
- CO3- Study of Samay Kaatne wale and the satire expressed in Samay Kaatne wale
- CO4- To discuss about the feeling and emotions expressed in Lanka Ki Ek Roat
- CO5- Critical study of ‘Kanon Mein Kangana’
- CO6- Introduced with Noun, Pronoun and Adjective

Unit I

- | | | |
|----------------------------------|---|--|
| 1. Aatmanirbharata | - | Pandit Balakrishna Bhatt
Gadya Sudha
Ed. Dr. M. Saleem Baig
Raka Prakashan
40 A, Motilal Nehru Road, Allahabad - 2. |
| 2. Neta Naheen Naagarik chahie - | | R.S Dinkar
Gadya Gaatha
Ed.Veena Agarwal Arunoday
Prakashan 21-A Dariyaganij
New Delhi-110002 |

Unit II

- | | | |
|---------------------|---|--|
| 1.Samay Kaatne wale | - | Harishankar Parsai
Sahitya Dhara
Ed.Dr. Shivaji Naale
DrIresh Swami Orient Black Swan
Private Ltd ,1/24 Aasaf Ali Road,NewDelhi |
| 2. Mitrata | - | Aachaarya Rramachandra Shukla
Gadya Sudha
Ed. Dr. M. Saleem Baig
Raka Prakashan
40 A, Motilal Nehru Road, Allahabad - 2. |

Unit III

1. Sadgati - Premchand
Gadya Tarang
Ed. Sunil Kumar Orient Black Swan
Private Ltd ,1/24 Aasaf Ali Road,NewDelhi
3. Kaanon Mein Kangana - Radhikaraman Prasad Singh
Gadya Tarang
Ed. Sunil Kumar Orient Black Swan
Private Ltd ,1/24 Aasaf Ali Road,NewDelhi,
Narayanaguda, Hyderabad

Unit IV

- 1.Pita - Gyanranjan
Sadabahaar Kahaniyan
Ed.Dr.B.Vijay Kumar Swarna Jayanti
B-32 Kailash Colony Behind East Jyothi
Nagar Shaahdara ,Delhi 110093
- 2.Amritrar Aagaya - Mannu Bhandari **Gadya Sarit**
Ed. Sunil Kumar Orient Black Swan
Private Ltd ,1/24 Aasaf Ali Road,NewDelhi

Unit V- Sugam Hindi Vyakaran

Grammar:

Noun
Pronoun
Adjective

Vamshidhar and Sastri
Siksha Bharati
Kashmiri Gate, New Delhi

Text Books:

1. Gadya Tarang - Ed. Sunil Kumar Orient Black Swan, NewDelhi.
2. Gadya Gaatha - Ed.Veena Agarval Arunoday, New Delhi-110002
3. Sahitya Dhara Ed.Dr. Shivaji Naale Dr.Iresh Swami Orient Black Swan ,NewDelhi
4. Gadya Sarit, Ed. Sunil Kumar Orient Black Swan, NewDelhi

Reference Books:

1. Hindi Kahani Ka Itihas – Gopal Ray – Rajkamal Prakashan – New Delhi
2. Samakaleen Kahani : Yugbodh Ka Sandarbh – Dr. Pushpapal Singh – National Pub
3. Hindi Ka Gadya Sahitya – Ramchandra Tiwari – Vishvavidyalaya Prakashan ,Varanasi
4. Vyavaharik Hindi Vyakaran Tatha Rachana – Hardev Bahari – Lok Bharati Prakashan, Alahabad
5. Vyakaran Pradeep – Ramdev M.A. - Lok Bharati Prakashan, Alahabad
6. Parishkrit Hindi Vyakaran – Barinath Kapoor – Prabhat Prakashan, New Delhi

Lecture Schedule :

1. Class No.	1 – 5 :	Hans Ka Neer – ksheer Vivek - Mahaveerprasad Dwived
2. Class No.	6 – 9 :	Neta NaheenNaagarik chahie - R.S Dinkar
3. Class No.	10-14:	Samay Kaatne wale - Harishankar Parsai
4. Class No.	15 - 18 :	Lanka ki Ek Raat - Dinakar
5. Class No.	19 – 23 :	Sadgati - Premchand
6. Class No.	24 – 27 :	Kanon Mein Kangana - Radhikaraman Prasad Singh
7. Class No.	28 – 32 :	Pita - Gyanranjan
8. Class No.	33 – 36 :	Mai Har Gayi -Mannu Bhandari
9. Class No.	37 – 39 :	Amritrar Aagaya -Mannu Bhandari
10. Class No.	40 – 42 :	Noun
11. Class No.	43- 45 :	Pronoun
12. Class No.	45 - 47 :	Adjective

ENVIRONMENTAL EDUCATION
COURSE CODE - 24FSUV1001

Credit: 2

Hours: 2

Unit	Content	No. of Hours
I	Natural Resources Environment – Definition - Environmental Studies : Scope and Importance - Natural resources - Classification of natural resources : Biotic and Abiotic - Renewable and Non-renewable	5
II	Ecosystem and Biodiversity Ecosystems – Structure and Function - Types - Biodiversity – Definition - Types - Values - Threats - Conservation: In-Situ and Ex-Situ conservation	5
III	Population and Pollution Global Phenomena - Human population and Environment – Resource degradation - Pollution – Types : Air, Water, Soil, Noise and Radioactive - Waste Management (Concept of 3 R) - Impacts on Environment	6
IV	Disaster Disaster: Concept - Causes – Types - Natural Disasters - Manmade Disaster – Disaster Management Cycle - Disaster Management Authorities	5
V	Environmental Protection and Conservation Environmental Movements : Chipko, Silent Valley and Bishnois of Rajasthan - Major Indian Environmental Laws : Air, Water, Wildlife, Forest and Environment Protection - Environmental Ethics and Social Justice - Environmental Education - Types – Need and Importance - Role of Information Technology and Mass Media in Environmental Protection	9
	<u>Field Visit</u> <ul style="list-style-type: none"> • Study of simple ecosystem (Pond, Lake, Hill, River, etc..) • Documentation of Campus biodiversity • Solid waste Treatment Unit • Visit to local polluted site • Observe Local Regional Environmental Issues • Preparing village Disaster Management plan / Visiting Project sites relevant to disaster 	
Reference	<ol style="list-style-type: none"> 1. Asthana. D.K., Meera Asthana, 2006, A text book of Environmental Studies, S.Chand& Company Ltd., New Delhi. 2. Benny Joseph, 2005, Environmental Studies, Tata Mcgraw –Hill publishing company, New Delhi. 3. Erach Bharucha, 2005, A text book of Environmental Studies, UGC, University Press, New Delhi. 4. Jadhav, H & Bhosale, V.M. 1995. Environmental Protection and Laws. Himalaya Pub. House, Delhi 284 p. 5. Laura J. Martin., (2022) Wild by Design: The Rise of Ecological Restoration, Harvard University Press 6. Nandini, N. (2019). A text book on Environmental Studies (AECC). Sapna Book House, Bengaluru 7. Palanithurai, G., 2009, Panchayats in Disaster: preparedness and Management, Concepts publishing company. 8. Singh, J.S., Singh, S.P. and Gupta, S.R. 2014. Ecology, Environmental 	

Science and Conservation. S. Chand Publishing, New Delhi.

9. Thangamani and Shyamala, 2003, A text book of Environmental Studies, Pranav Syndicate, Publishing Division, Sivakasi.

10. Trivedi R. K. and P.K. Goel, Introduction to air pollution, Techno-Science Publication (TB)

WEBSITES

1. http://wwf.panda.org/knowledge_hub/teacher_resources/webfieldtrips/natural_resources/

2. <https://www.conserve-energy-future.com/what-is-biodiversity.php>

3. http://pdf.wri.org/environmentalpollution_bw.pdf

4. <https://ndma.gov.in/en/>

24GTUV1001/24GTIV1001 LET US KNOW GANDHI
Credit: 2 Hours: 2

COMMON COURSES FOR UG PROGRAMME

(Offered by the Dept. of Gandhian Thought and Peace Science)

24GTUV1001/24GTIV1001- LET US KNOW GANDHI

Credits: 2

Marks
CFA: 25 +25=50

Total: 50

Objectives

- ▶ To enable students to understand and appreciate the principles and practices of Mahatma Gandhi and their relevance in the contemporary times.
- ▶ To develop a Pro-active character and positive attitude to follow Gandhian values and responsibilities in their personal and social life.

Specific Objectives of Learning:

This will make the students:

- ▶ To understand the life and work of Gandhi.
- ▶ To identify the Gandhi in each of us.
- ▶ To know the relevance of Gandhi.
- ▶ To apply the knowledge of Gandhi in a multi-dimensional context.
- ▶ To know the Gandhian innovations and its relevance today.

- Unit 1** **Gandhiji's Life in Brief:** Early Life of Gandhi – London Learning Phase - South African Phase : Racial Discrimination, Transformation and Satyagraha - Indian Phase : Social reformation and Indian Independence - Martyrdom.
- Unit 2** **Understanding Gandhian Principles :** Eleven Ashram Vows - Truth and Nonviolence, Ends and Means, Right and Duties, Simple Living and High Thinking.
- Unit 3** **Applications of Gandhian Principles:** Sarvodaya - Welfare of all, Satyagraha - Peace and Justice, and Training for Nonviolent Action : Shanti Sena as an alternative Defence.
- Unit 4** **Societal Reformation :** Influence of Seven Social Sins - Communal Harmony : Pluralism -, Religions and Inter-faith Relations, Removal of Untouchability, Prohibition and Gender Equality - Governance : Decentralization of Power and Panchayati Raj - Economics : Trusteeship, Bread Labour and Self Reliance (Swadesi)
- Unit 5** **Gandhian Alternative to Education:** Basic Education (Nai Talim), - Multi-lingualism - Adult Education, - Education on Health, Sanitation and Hygiene : Village Sanitation, Balanced and Healthy Diet, Nature Cure.

REFERENCES:

- ▶ Arunachalam: (1985), *Gandhi: The Peace Maker*, Gandhi Samarak Nidhi, Madurai.
- ▶ Louis Fischer, (2002), *The Essential Gandhi: An Anthology of His Writings on His Life, Work and Ideas*, Vintage, New York.
- ▶ Nanda B.R., (1958), *Mahatma Gandhi: A Biography*, Oxford University Press, New Delhi.
- ▶ M.K. Gandhi: (1983), *An Autograph or the Story of My Experiments with Truth*, Navajivan Publishing House, Ahmadabad.
- ▶ M.K. Gandhi: (1951), *Satyagraha in South Africa*, Navajivan Publishing House, Ahmadabad.
- ▶ M.K. Gandhi: (1983), *Constructive Programme - Its Meaning and Place*, Navajivan Publishing House, Ahmadabad.
- ▶ M.K. Gandhi: (1948) *Key to Health*, Navajivan Publishing House, Ahmadabad.
- ▶ M.K. Gandhi: (1949), *Diet and Diet Reforms*, Navajivan Publishing House, Ahmadabad.
- ▶ M.K. Gandhi: *Basic Education*, Navajivan Publishing House, Ahmadabad.
- ▶ M.K. Gandhi: (2004), *Village Industries*, Navajivan Publishing House, Ahmadabad.
- ▶ M.K. Gandhi: (1962), *Hind Swaraj or The Indian Home Rule*, Navajivan Publishing House, Ahmadabad.
- ▶ M.K. Gandhi: (2004), *Trusteeship*, Navajivan Publishing House, Ahmadabad.
- ▶ M.K. Gandhi: (2001), *India of my Dreams*, Navajivan Publishing House, Ahmadabad.
- ▶ M.K. Gandhi: *Self Restraint Vs. Self Indulgence*, Navajivan Publishing House, Ahmadabad.
- ▶ R.R. Prabhu & UR Rao. *The Mind of Mahatma Gandhi*, Navajivan Publishing House.

SEMESTER – II

SEMESTER – II

Course Code & Title	24RMUC1204: HUMAN BEHAVIOUR AND ORGANISATION		
Programme	B.B.A.	Semester- II	
	Credit: 4	Hours: 4 per week	
Cognitive Level	K-1	Recall different types of theory in organisational behaviour.	
	K-2	Learn how the employees are motivating in an organization.	
	K-3	Know the change and its types make an impact in employee also organization.	
Course Objectives	<ul style="list-style-type: none"> • To understand the behaviour of people in the work environment. • To develop a basic understanding of individual behaviour and explore issues of motivation, communication, and leadership. • To analyses the implications of individual and group behaviour in organisational context. • To understand the stages of group formation. • To know the impact of change and resistance of change in organisation. 		
	Units	Contents	No. of Hours
	I	Introduction To Human Behaviour in Organisation: Introduction of Human Behaviour in Organisation - Definition- nature and scope- need for studying Human Behaviour in Organisation - Contributing disciplines - Modes - Challenges and opportunities of Human Behaviour in Organisation.	10
	II	Individual - Perception and Learning- Perception: meaning- process-improving perception- personality development- determinants of personality- personality traits- Learning- Theories and principles of Learning.	15
	III	Groups - Definition- types- development- Group norms- Group cohesiveness- Group decision making- Conflict- Individual conflict- Interpersonal conflict- Group conflict- Transactional Analysis.	10
IV	Motivation - Meaning- nature- Theories of motivation- Maslow's need hierarchy theory- Herzberg's two-factor theory- Vroom's Expectancy theory- Theory X- Theory Y- Financial and non-financial incentives.	15	
V	AI and Human Behaviour in Organisation: OD interventions- Organisational climate - Organisational culture - Organisational change. Impact of AI in Human Behaviour in Organisation.	10	
References	<p>Suggested Books:</p> <ol style="list-style-type: none"> 1. L. M. Prasad, (2023), "Organisational Behaviour", Sultan Chand & Sons, Latest Edition. 2. Fred Luthans and Brett C. Luthans, (2022), "Organizational Behavior: An Evidence-Based Approach", McGraw Hill Education, 14th Edition. <p>Reference Books:</p> <ol style="list-style-type: none"> 1. Stephen P. Robbins and Timothy A. Judge, (2023), "Organizational Behavior", Pearson Education, 19th Edition. 2. Dipak Kumar Bhattacharyya, (2023), "Organizational Behaviour", Oxford University Press, 4th Edition. 		

	3. Steven L. McShane, Mary Ann Von Glinow, and Radha R. Sharma, (2022), "Organizational Behavior: Emerging Knowledge. Global Reality", McGraw Hill Education, 10th Edition.
Course Outcomes	
CO1	<ul style="list-style-type: none"> To gain knowledge in organisational psychology and the dynamics of inter group relationships.
CO2	<ul style="list-style-type: none"> To Grasp how an individual's personality traits affect their behaviour in the workplace.
CO3	<ul style="list-style-type: none"> To Acquire insights into different motivational theories and their role in inspiring employees to perform their jobs.
CO4	<ul style="list-style-type: none"> To Able to design a work environment and implement conducive practices that help workers achieve their goals.
CO5	<ul style="list-style-type: none"> To Examine organizational behavioral issues through the lens of organizational behaviour theories, models, and concepts.

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	3	3	2	2	2	3	3	2	2
CO2	3	3	2	2	2	2	3	3	2
CO3	3	2	3	2	2	3	3	3	2
CO4	3	3	3	3	3	3	3	3	2
CO5	3	3	3	3	3	3	3	3	2
Avg	3	2.8	2.6	2.4	2.4	2.8	3	2.8	2

Course Code & Title	24RMUC1205: MARKETING MANAGEMENT	
Programme	B.B.A.	Semester- II
	Credit: 4	Hours: 4/per week
Cognitive Level	K-1	Recall about market and its types.
	K-2	Understand about the marketing and its optimization in field.
	K-3	Examine and get students understand the distribution of products.
		<ul style="list-style-type: none"> To learn the concept of marketing management. To learn about Buyer Behaviour and Motivation and Sales Forecasting. To absorb the Product and its importance. To gain understanding about the price and pricing. To gain knowledge about Emerging Marketing Environment in India.
Units	Contents	No. of Hours
I	Introduction: Meaning and definitions of Marketing Management-Importance –Functions – Nature and Scope of Marketing – Marketing Environment – Market Segmentation – Criteria for Market Segmentation– factors influencing market segmentation.	10
II	Buyer Behaviour and Motivation and Sales Forecasting: Meaning of buyer – Buyer Behaviour – Buying motives – list of basic needs – Maslow’s Hierarchy of needs- Festinger’s Theory of cognitive dissonance-Buying decision process –sales forecasting–objectives-importance - methods –Role – process and limitations.	10
III	Product and its Importance: Product – Meaning – Programmification of goods – FMCG - product planning and development – product mix – product line- product positioning- product – life cycle- promotion mix- product differentiation and market segmentation – product diversification – product elimination –product modification – product failure.	10
IV	Pricing: Pricing–Meaning and Definitions - objectives and advantages of pricing decision–Factors affecting the pricing decisions – kinds of pricing – methods of pricing – process of price determination – price leader.	20
V	Emerging Marketing Environment in India: Small Scale and Large-Scale retailing – Super market – Departmental Stores – services marketing- Rural Marketing– online marketing- Marketing of MSME products.	10
References	<p>Suggested Books</p> <ol style="list-style-type: none"> Alok Satsangi (2009), A-Z Marketing, Printed in India, New Delhi. Mcc Carthy, Marketing Management, (2014), Mc Graw Hill Publication, New Delhi. Memori and Joshi, (2015), Principles and Practice of Marketing, Kitnab Mahal Publication, New Delhi. Patrick orsyth(2005), Conducting Sales and Marketing, Infinity books, New Delhi. Philip Kotler. (1997), Principles of Marketing Management, Prentice Hall of India, New Delhi. <p>Reference Books</p> <ol style="list-style-type: none"> Whrren J, Keegan (1995), Global Marketing Management, Prentice-Hall of India, Private Limited, New Delhi. William J. Stanton, (2012), Fundamentals of Marketing, Mc Graw Hill– Publication, New Delhi. N. Srinivasan, (2015), Managerial Economics Meenakshi Pathippagam, Madurai 	

	4. Pillai; RSN and Bagaathi (2013), Modern Marketing – Principles and practicals. S. Chand and Company, New Delhi.
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Course Outcomes	
CO1	<ul style="list-style-type: none"> Graduates will be capable of making a positive contribution to business, trade and industry in the national and global context.
CO2	<ul style="list-style-type: none"> The programme enables the graduates to understand and apply leadership skills Managerial skill at the individual and group levels to co-ordinate the team work.
CO3	<ul style="list-style-type: none"> Able to initiate and build upon entrepreneurial ventures or demonstrate intrapreneurship for their employer organizations.
CO4	<ul style="list-style-type: none"> Able to acquire in-depth knowledge in the field of Marketing from traditional rural to modern marketing.
CO5	<ul style="list-style-type: none"> Familiarize to extend their knowledge in all the industrial & production areas.

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	3	2	3	2	3	3	3	2	2
CO2	3	3	2	2	3	3	3	2	3
CO3	2	2	3	2	3	3	2	2	2
CO4	3	2	3	2	3	3	2	2	3
CO5	3	2	2	2	3	3	3	2	2
Avg	2.8	2.2	2.6	2	3	3	2.6	2	2.4

Course Code & Title	24RMUC1206: BUSINESS ECONOMICS		
Programme	B.B.A.	Semester- II	
	Credit: 4	Hours: 4 per week	
Cognitive Level	K-1	Define the concepts of economics to management.	
	K-2	Illustration of skills in respect of demand, production and cost functions.	
	K-3	Apply the knowledge of economics to business decisions.	
Course Objectives	<ul style="list-style-type: none"> Familiarize the students with the fundamental principles of economics. Describe the determinants of the demand and supply function and equilibrium of a firm. Comprehend the characteristics of different market structures and their implications. Acquaint the applications of economic theories in business decisions. Enable them to address business problems. 		
	Units	Contents	No. of Hours
	I	Introduction: Basic concepts, Economic rationale of optimization, Nature and scope of business economics, Macro and Micro economics, Basic problems of an economy, Marginalism, Equimarginalism, Opportunity cost principle, Discounting principle, Risk and uncertainty. Externality and trade-off, Constrained and unconstrained optimization, Economics of Information.	10
	II	Demand Analysis: Meaning, Definitions and Determinants of Demand – Types of Demand – Law of Demand – An individual's Demand Schedule and Curve – Elasticity of Demand. Demand forecasting and Forecasting methods.	12
	III	Production: Meaning, Definitions and Determinants of Supply – Production Function – Laws of Production Function - Law of Variable Proportions - Laws of Return to Scale – Equilibrium of the Firm (or) Producer's Equilibrium. Expansion Path.	14
IV	Cost Analysis and Pricing: Cost Concepts – Cost-output Relationship – Economies and Diseconomies of Scale – Cost Functions – Methods of Pricing and Factors Affecting. Pricing under Different Market Structure.	12	
V	Market Structure and Cost Volume Profit Analysis: Meaning and Definitions of Market – Market Structure – Forms of Market Structure – Cost Volume Profit Analysis or Break-Even Analysis. Profit maximization.	12	
References	<p>Suggested Books:</p> <ol style="list-style-type: none"> R.Cauvery& Others (2015), Managerial Economics. S. Chand and Company, New Delhi. Ahuja H.L.(2007), Managerial Economics: Analysis of Managerial Decision Making, S.Chand& Co-Ltd., New Delhi. Jhingan.M.L, J.K. Stephen (2004), Managerial Economics, Vrinda Publications (P) Ltd, New Delhi. <p>Reference Books:</p> <ol style="list-style-type: none"> S.Mukherjee, (2009), "Business And Managerial Economics in global Context", New Central Bank Agency (P) Ltd, Kolkatta. 		

	<p>2. William F. Samuelson and Stephen G. Marks,(2015) “Managerial Economics”, Johny Wiley & Sons, Reprint.</p> <p>Web Resources:</p> <ol style="list-style-type: none"> 1. https://www.Programme-central.com/tag/microeconomics 2. https://www.coursera.org/learn/microeconomics 3. https://ocw.mit.edu/courses/economics 4. http://www.eighbooks.com/read-now.php?q=principles-of-microeconomics-7th-edition 5. https://www.doviak.net/microbook_3e.pdf 6. https://www.mooc-list.com/course/microeconomics-principles-coursera
Course Outcomes	
CO1	<ul style="list-style-type: none"> • Pronounce the concepts of economics in management.
CO2	<ul style="list-style-type: none"> • Explain the determinants and types of demand in the market.
CO3	<ul style="list-style-type: none"> • Describe the influence of the various factors of production.
CO4	<ul style="list-style-type: none"> • Assess the significance of various components of costs and the methods of pricing.
CO5	<ul style="list-style-type: none"> • Apply Cost Volume Profit concept in business decisions.

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	3	2	3	2	2	3	2	2	2
CO2	3	2	3	2	3	3	2	2	2
CO3	3	2	2	2	2	2	2	2	2
CO4	3	2	3	2	2	3	2	2	2
CO5	3	2	3	2	3	3	2	2	2
Avg	3	2	2.8	2	2.4	2.8	2	2	2

Course Code & Title	24RMUS1201: EMERGING TECHNOLOGY AND APPLICATIONS		
Programme	B.B.A.	Semester- II	
	Credit : 2 (1+1)	Hours : 3 per week	
Cognitive Level	K1	Recall the types of Emerging Technology	
	K2	: Understand the needs for a structured approach.	
	K3	Acquaint in system analysis and design.	
Course Objectives	<ul style="list-style-type: none"> To gain knowledge on The Emerging Technologies. To recognize the various functions of Artificial Intelligence. To aid the student in understanding how Block chain & Fintech functions. To understand the importance of Internet of Things. To understand the ethical, legal and strategic implications of Emerging Technologies. 		
	Units	Contents	No. of Hours
	I	Introduction to Emerging Technologies: Overview of Emerging Technologies - Definition and characteristics - Importance in the business context. Technology Trends and Business Forecasting - Identifying and forecasting technology trends - Case studies of technology impacts on business	6
	II	Artificial Intelligence and Data Analytics: Fundamentals of AI and Data Analytics - Key concepts and terminologies - AI in business decision-making. Applications of AI and Data Analytics in Business - Customer relationship management (CRM) - Marketing and sales optimization - Supply chain management.	6
	III	Blockchain and Financial Technologies: (FinTech) Introduction to Blockchain and FinTech - Basic principles and components of blockchain - Overview of FinTech- Business Applications of Blockchain and FinTech - Cryptocurrency and digital payments - Smart contracts and decentralized finance (DeFi) - Enhancing transparency and security in transactions.	6
IV	Internet of Things (IoT) and Smart Business Solutions: Fundamentals of IoT - Key components and architecture - Business models enabled by IoT. Applications of IoT in Business - Smart offices and buildings - Inventory and asset management - Enhanced customer experiences through connected devices	6	
V	Ethical, Legal, and Strategic Implications of Emerging Technologies: Ethical and Legal Considerations - Data privacy and security - Compliance and regulatory issues. Strategic Implications and Future Trends - Technology adoption strategies - Competitive advantage through technology - Anticipating future trends and their business impact.	6	
References	<p>Suggested Books:</p> <ol style="list-style-type: none"> Malay A. Upadhyay, Artificial Intelligence for Managers: Leverage the Power of AI to Transform Organizations & Reshape Your Career BPB Publications (16 September 2020), ISBN-13-978-9389898385 Sudip Misra et al, Introduction to IoT, Cambridge University Press, ISBN-13-978-1108959742, first edition 2022. <p>Reference Books</p> <ol style="list-style-type: none"> HBR's 10 Must Reads on Leading Digital Transformation, HARVARD BUSINESS REVIEW PRESS, 1 January 2021, ISBN-13-978-1647822163 Sapna Singh, Financial Technology (fintech): The Future Ahead, Notion Press (5 Jan- 		

uary 2023), 979-8889350422

3. Practical Guide to Digital Personal Data Protection Act, 2023 Law and Compliance | Puneet Bhasin | OakBridge Paperback – 7 April 2024.

Course Outcomes

CO1	Understand key emerging technologies and their business applications.
CO2	Analyze the impact of these technologies on different business sectors.
CO3	Evaluate the strategic implications of technology adoption in business.
CO4	Apply technological solutions to business problems.
CO5	Anticipate future trends and developments in business technology.

Mapping of COs with POs and PSOs

CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	3	2	3	2	3	3	2	2	2
CO2	3	2	3	2	3	3	2	2	2
CO3	3	3	3	2	3	3	3	2	2
CO4	3	3	3	2	3	3	3	2	2
CO5	3	2	3	3	3	3	2	2	2
Avg	3	2.4	3	2.2	3	3	2.4	2	2

TAMIL/MALAYALAM/HINDI/FRENCH-II

24TAUL1202: TAMIL

தாள்: 24TMUL1202 /24TMIL1202 இக்கால இலக்கியத்திறன் பெறுமதி: 3

நோக்கங்கள்

- தமிழின் படைப்பு இலக்கியங்களான புதுக்கவிதை, சிறுகதை, புதினம், நாடகம் ஆகியவற்றைக் குறித்த புரிதலை ஏற்படுத்தல்
- தமிழ் ஆளுமைகள் பலரைக் குறித்த அறிமுகம் செய்தல்
- கவிதை, சிறுகதை ஆகியவற்றை எழுதுவதற்கான முயற்சியைத் தூண்டுதல்

அலகு : 1

அண்மைக்காலப் படைப்பிலக்கியங்கள் - புதுக்கவிதை - சிறுகதை - புதினம் - நாடகம் ஆகியவற்றின் அறிமுகம் - தோற்றம் - வளர்ச்சி - இன்றையநிலை

அலகு : 2 கவிதைகள் - மரபுக் கவிதைகள்

1. கிளிக் கண்ணிகள் முழுமையும் (நெஞ்சில் உரமுமின்றி)- பாரதியார்
2. செந்தாமரை (அழகின் சிரிப்பு)- பாரதிதாசன்
3. கத்தியின்றி ரத்தமின்றி - நாமக்கல்கவிஞர்
4. தமிழனே கேள்- தமிழ் ஒளி
5. ஏழை - அ.சீநிவாசராகவன் (வெள்ளைப்பறவை)

புதுக்கவிதைகள்

1. இது எங்கள் கிராமம் - சிற்பி (தேவயானி)
2. ஒரு புன்னகைச் சமிக்கையால் -இன்குலாப் (ஒவ்வொரு புல்லையும் பெயர் சொல்லி அழைப்பேன்)
3. ந.ஜெயபாஸ்கரன் - அர்த்தநாரி
4. வேம்பாயி- மாலதி மைத்ரி (பேய்மொழி)
5. உமாமகேஸ்வரி - தோசை
6. கி.பி.அரவிந்தன் - இருப்பிடம்தேடி
7. தூக்கிச்சுமப்பவனின் கழுதை - அழகுபாரதி (தேநீரைத் தவிர்ப்பவனின் கவிதைகள்)
8. ஐக்கூ, சென்ரியு, லிமரைக்கூ (தேர்ந்தெடுத்த கவிதைகள்) - அமுதபாரதி, அறிவுமதி, ஈரோடு தமிழன்பன், மு.முருகேஷ், திண்டுக்கல் தமிழ்ப்பித்தன்

அலகு :3 சிறுகதை

1. தெருவிளக்கு - புதுமைப்பித்தன்
2. வாய்ச்சொற்கள் - ஜெயகாந்தன்
3. கதவு - கி.ராஜநாராயணன்
4. ராஜாவந்திருக்கிறார் - கு.அழகிரிசாமி
5. சத்தியசோதனை - வல்லிக்கண்ணன்
6. மஞ்சள் ரத்தம் - சுஜாதா
7. அண்ணாச்சி - பாமா
8. ரணகள்ளி - உமாமகேஸ்வரி

9. ஒரே தோசைஒரே சட்னி

- மா.கமலவேலன்

10. கலாமோகன்

- மூன்று நகரங்களின்

கதை

அலகு : 4 புதினம்

சு.வேணுகோபால் - வலசை

அலகு : 5 நாடகம்

பெ.தூரன் - ஆதி அத்தி

பாடநூல்கள்

அலகு :1

கி.இராசா, தமிழ் இலக்கிய வரலாறு, நியூ செஞ்சுரி புக் ஹவுஸ், சென்னை, 2016

அலகு :2

15க்கும் மேற்பட்ட நூல்களிலிருந்து தொகுத்துத் தரப்படும்.

அலகு :3

10நூல்களிலிருந்து தொகுத்துத் தரப்படும்.

அலகு :4

சு.வேணுகோபால், வலசை, நியூ செஞ்சுரி புக் ஹவுஸ், சென்னை, 2024

அலகு :5

பெ.தூரன், ஆதி அத்தி, நியூ செஞ்சுரி புக் ஹவுஸ், சென்னை, 2024

பார்வை நூல்கள்

1. வல்லிக்கண்ணன், புதுக்கவிதையின் தோற்றமும்

வளர்ச்சியும், பரிசல், சென்னை, 2022

2. ஆறு.அழகப்பன், தமிழ் நாடகம் தோற்றமும் வளர்ச்சியும், பாரிநிலையம், சென்னை, 2018

3. கா.சிவத்தம்பி, தமிழில் சிறுகதையின் தோற்றமும் வளர்ச்சியும், நியூ செஞ்சுரி புக்ஹவுஸ், சென்னை, 2020

4. பெ.கோ.சுந்தராஜன் (சிட்டி), சோ.சிவபாதசுந்தரம், தமிழில் சிறுகதை வரலாறும் வளர்ச்சியும், பாரிநிலையம், சென்னை, 2018

5. கி.வா.ஜகந்நாதன், தமிழ் நாவலின் தோற்றமும் வளர்ச்சியும், தி அலையன்ஸ் கம்பனி, சென்னை, 2018

6. க.அருணாச்சலம், தமிழில் வரலாற்று நாவலின் தோற்றமும் வளர்ச்சியும், குமரன் புத்தக இல்லம், சென்னை, 2018

இணையத் தரவுகள்

1. <https://www.tamilvu.org>

2. <https://www.tamildigitallibrary.in>

3. <https://podhutamizh.blogspot.com>

4. <https://ramasamywritings.blogspot.com>

5. tamilthottam.forumta.net

6. <https://noolaham.net>

7. <https://www.bdu.ac.in>

விளைபயன்கள்

- தமிழின் இக்கால இலக்கியங்கள், இலக்கிய ஆளுமைகளைப் பற்றித் தெரிந்திருப்பர்.
- படைப்புத்திறன் உடையவர்களாக மாறுவர்.
- இலக்கிய ஆளுமைகளாக வளர முற்படுவர்.
- தரமான படைப்புகளை, இலக்கியங்களைக் கற்கும் திறன்பெறுவர்.

**24MLUS1202/24MLIS1202: MALAYALAM
MALAYALAM LANGUAGE COURSE
FOR ALL UG/M. A (5.YR.INT)
SECOND SEMESTER
CREATIVE WRITINGS**

Code: 24MLUS1202/24MLIS1202

Credit-3

OBJECTIVE OF THE COURSE /

- To sensitize and appreciate Renaissance, Modern and post- Modern Malayalam Creative Writings.

SPECIFIC OBJECTIVES OF THE LEARNING

- To understand style, structure, approach and content of Renaissance, Modern and Post-Modern Creative Writings in Malayalam Language.
- To grasp the ideas, culture, human values narrated in the Creative Writings.
- To perceive the technique of Creative Writings.
- To familiarize the writings of Poetry, Fiction, Drama and Novel in Malayalam.

COURSE OUTCOME

CO1. It will help to perceive the surrounding world and view the finer aspects in humanitarian manner.

CO2. Ability to comprehend Malayalam Writings and develop imaginative thinking and creativity

CO3. Understand significant developments of Malayalam Writings.

CO4. Understand the aesthetics of Creative Writings.

Unit – I

- a) Ezhuthukarante Aakulathakal - By M.T. Vasudevan Nair
- b) Sargathmakathayil Prameyathinu Pradhanyam - By Prof. M. K. Sanu

Unit – II

- a) Divyakokilam - By Kumaranasan
- b) Ente Gurunadhan - By Vallathol Narayanamenon

Unit – III

- a) Premasangeetham – By Ullor S. Parameswarayyer
- b) Chekuthan – By Karoor Neelakanda Pillai

Unit – IV

- a) Makhansinghinte Maranam - By T. Pathmanabhan
- b) Pavithramothiram - By Lalithambika Antharjanam

Unit – V

- a) Balyakalasakhi - By Vaikom Muhammed Basheer
- b) Bhagnabhavanam - By N. Krishna Pillai

Suggested Books :

1. Vaakukalude Vismayam, Ed. M. N. Karassery, Papyon Books, Kozhikkode, 2004.
2. Artharuchi, Prof. M. K. Sanu, Maluban Publications, Trivandrum, 2011.
3. Aasante Padhyakrithikal, Kumaranasan, DC Books, Kottayam, 2001.
4. Vallathol Kavithakal, Vallathol Narayanamenon, DC Books, Kottayam, 2004.
5. Basheerinte Samboorna krithikal, Vol.I, Vaikom Muhammed Basheer, DC Books, Kottayam, 19984.
6. Pavithramothiram, Lalithambika Antharjanam, SPCS, Kottayam, 1987.
7. T. Padmanabhante Kadhakal - Samboornam, T. Padmanabhan, Publication DC Books, Kottayam – 2004.
8. Bhagnabhavanam, N. Krishna Pillai, SPCS, Kottayam, 1973.
9. Karoor Kadhakal, Karoor Neelakandapillai, SPCS, Kottayam, 1999.

Reference Books:

1. Cherukatha, Ennale, Ennu, M. Achutan, SPCS, Kottayam, 1985.
2. Malayala Kavitha Sahithyacharithram, Dr. M. Leelavathi, Kerala Sahithya Accademy, Thrissur, 1980.
3. Malayala Natakacharithram, G. Sankarapillai, Kerala Sahithya Accademy, Thrissur, 1980.
4. Kairaliute Katha, N. Krishna Pillai, SPCS, Kottayam, 1980.
5. Malayala Cherukadha Sahithya Charithram, Dr. M. M. Basheer. Kerala Sahitya Academi, Thrissur. 2008.

6. Malayala Novel Sahitya Charitram, Prof. K.M. Tarakan, Kerala Sahitya Academi, Thrissur, 1978.
7. Novel Sidhiyum Sadhanayum, Balakrishnan, SPCS, Kottayam, 1965.
8. Marunna Malayala Novel, K.P. Appan, Gautham Publishers, Alappuzha, 1988.
9. Adhunika Novel Darsanam, Prof. K. M. Tharakan, NBS, Kottayam, 1982.

Lecture Schedule:

Sl.No.	Contact Hours	Description
1	1 - 3	Ezhuthukarante Aakulathakal - By M.T. Vasudevan Nair
2	4 - 7	Sargathmakathayil Prameyathinu Pradhanyam - By Prof. M. K. Sanu
3	8 - 11	Divyakokilam - By Kumaranasan
4	12 - 15	Ente Gurunadhan - By Vallathol Narayanamenon
5	16 - 19	Premasangeetham – By Ullor S. Parameswarayyer
6	20 -23	Chekuthan – By Karoor Neelakanda Pillai
7	24 - 27	Makhansinghinte Maranam - By T. Pathmanabhan
8	28 - 31	Pavithramothiram - By Lalithambika Antharjanam
9	32 - 35	Balyakalasakhi - By Vaikom Muhammed Basheer
10	36 -45	Bhagnabhavanam - By N. Krishna Pillai

24HIUL1202

**HINDI LANGUAGE
ALL UG/M.A. (5 YR. INT.) PROGRAMMES**

SECOND SEMESTER

(POETRY, ONE ACT PLAY AND GRAMMAR)

COURSE CODE : 24HIUS1202

CREDITS : 3

Course Objectives:

- To introduced with Hindi Poetry
- To Provide basic knowledge about Hindi One Act Play
- To teach Hindi Grammar

Course Outcomes:

- CO1- Familiarize with Devotional literature and Values
- CO2- Study the poems of Kabir, Surdas and Rahim
- CO3- Patriotism depicted in the poetry “Matribhoomi”
- CO4- Study of “Pratham Rashmi” and discuss about the beautiful descriptive of Natur
- CO5- Social and Political Problems expressed in the One Act Plays
- CO6- Study of “Babar Ki Mamata” and “Prithviraaj Ki Aankheyn”
- CO7- Introduced with Verb, Gender and Number

Unit – I

Kabir Das	-	Dohe Guru Mahima (1-5) Roodhiyon Ththa Bahyaadambaron Ka Virodh 1-5	Sahity Dhara Ed. Shivaji Nale Dr. Iresh Swami dient Blacknr 3-6-752 Himayat Nagar, Hyderabad – 500 029
Surdas	-	Dohe (1-5) Vinay Tatha Bhakti (1-3) Baal Leela (1-3)	Kavya Kusum Ed. Dr. Jayaraman Arunoday Prakeshan 21-A Ansari Road Dariyaganj, New Delhi – 110
Rahim	-	Dohe (1 – 5)	Sahity Dhara Ed. Shivaji Nale Dr. Iresh Swami dient Blacknr 3-6-752 Himayat Nagar, Hyderabad – 500 029

Unit – II

Matru Bhoomi - M.S. Gupt Kavyadeep
Lorven Publications
Narayanaguda, Hyderabad

Pratham Rashmi - Pant Kavya Kusum

Unit – III

Vah Todti Patthar - Nirala Gadyasuman Aur Kavyamrit
Ed. Shivaji Nale
Dr. Iresh Swami dient Blackman
3-6-752 Himayat Nagar,
Hyderabad – 500 029

Madhushala - H.R.Bachan ”

Unit – IV

Babar Ki Mamata -Devendranath Sharma Hindi Gadya – Padya Sangrah
Ed. Dinesh Prasad Singh
Orient Black Swami
Delhi

Prithviraj Ki Aankhen -Ram Kumar Varma Gadya Sandesh
Lorven Publications
Narayanaguda, Hyderabad

Unit – V – Sugam Hindi Vyakaran

- Vamshidhar and Sastri
Siksha Bharati
Kashmiri Gate, New Delhi.

Grammar:
Verb
Gender
Numb

Text Books:

1. Sahitya Dhara, Ed. Shivaji Nale, Dr. Iresh Swami dient Blackman, Hyderabad – 500 029
2. Kavyadeep, Lorven Publications, Narayanaguda, Hyderabad
3. Gadya Sandesh - Lorven Publications, Narayanaguda, Hyderabad
4. Gadyasuman Aur Kavyamrit, Ed. Shivaji Nale, Hyderabad – 500 029
5. Hindi Gadya – Padya Sangrah, Ed. Dinesh Prasad Singh, Delhi
6. Sugam Hindi Vyakaran - Vamshidhar and Sastri - Siksha Bharati - Kashmiri Gate, New D

Reference Books:

1. Adhunik Hindi Kavita – Vishvanathprasad Tiwari – Raj Kamal Prakashan, New Delhi
2. Samakaleen Hindi Natak Aur Rang Manch – Narendra Mohan – Vani Prakashan, New De

1. Hindi Natak Aaj – Kal – Jayadev Taneja – Takshashila Prakashan, New Delhi

Lecture Schedule:

1. Class No. 1 – 9 Dohas of Kabir, Surdas and Rahim
2. Class No. 10 – 18 Matribhoomi and Pratham Rashmi
3. Class No. 19 -27 Vah Todti Patthar and Madhushala
4. Class No. 28 – 36 Babar Ki Mamata and Prithviraj Ki Aankhen
5. Class No. 37 – 45 Verb, Gender and Number

Course Code & Title	24RMUI1202: MEDIA LITERACY AND CRITICAL THINKING	
Programme	B.B.A.	Semester- II
	Credit: 2	Hours: 2 per week
Cognitive Level	K1	Define the concepts of media literacy and thinking
	K2	Illustration of skills in respect of media and critical thinking
	K3	Apply the knowledge of media and critical thinking to business decisions.
Course Objectives	<ul style="list-style-type: none"> To help students understand key concepts in media literacy and critical thinking. 	
	<ul style="list-style-type: none"> To improve students' meta cognitive understanding of creativity. 	
	<ul style="list-style-type: none"> To enhance the creative skills & abilities in media for students by introducing various critical techniques. 	
	<ul style="list-style-type: none"> To develop an ability to look at a problem critically and use creative thinking to determine the methods for solving the problem in media. 	
	<ul style="list-style-type: none"> To learn the application of various thinking techniques for developing media strategy. 	
Units	Contents	No. of Hours
I	Fundamentals of Critical Thinking Critical Thinking Definition - The value of paying attention – Perception & the brain – Building strong arguments- Constructing Knowledge – Deciphering Truth- Issues & Evidence – Media & its Influence.	6
II	Critical Thinking Approaches The Six Types of Socratic Questions - Phases of Critical Thinking - Critical Thinking Skills- Six hats - critical thinking and cognitive development, logic, and emotionally, role of cognitive dissonance in fostering critical thought – Solving problems with applied critical thought processes - Critical Thinking in Globalized World	6
III	Introduction to Cyber Law in India Nature and scope of cyber law, nature of cyber-crimes in India, digital signature, Digital Rights Management, Information Technology Act.	6
IV	Code of Ethics Press council's code of ethics for journalists, AINEC code of ethics, Ethics of broadcasting, ethics of telecasting, codes for radio and Television, ethics of advertising- Media bias – Broadcast Code of Conduct – Media ombudsman's role – Obscenity	6
V	Critical Thinking & Human Rights and Media Critical Thinking Applying critical and creative principles in effective communication design for various media -Freedom of Press and responsibilities–Declaration of rights and obligations of journalists–Duties of journalists – Professional rules and practices – Violation of privacy – Report of the Press Commissions I& II – Press Council Act – Self-regulation — Human rights-based approach in media coverage.	6

References	<p>Suggested Books:</p> <ol style="list-style-type: none"> 1. De Bono Edward “How to Have Creative Ideas: 62 exercises to develop the mind”, Penguin India, 2007 2. Hughes W, Lavery J. “Critical Thinking: An Introduction to the Basic Skills-Broadview Press”; Canada 2015 <p>Reference Books:</p> <ol style="list-style-type: none"> 1. Kaufman C. James “The Cambridge Handbook of Creativity“(Cambridge Handbooks in Psychology), University of Cambridge, U.K, 2016 2. Lau J. Y. F. “An Introduction to Critical Thinking and Creativity: Think More, Think Better”, Wiley London, 2011. 3. Morrow R David, Weston Anthony” A Workbook for Arguments: A Complete course on Critical thinking”, Hackett Publishing, 2011
Course Outcomes	
CO1	Students will gain knowledge on the usage of critical thinking methods, tools and techniques to generate ideas and solve problems.
CO2	Students will be able to design multiple divergent solutions to a problem, develop and explore risky or controversial ideas
CO3	Students will understand the roles of skills, experience, motivation and culture in a creative way.
CO4	Students will be exposed to barriers to creativity and various approaches for overcoming these and able to understand the importance of creativity and innovations at work.
CO5	Students will gain knowledge on the theories of critical thinking and able to understand laws in Human rights and media message strategy for solving problems and issues in society

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	3	2	3	2	3	3	2	2	2
CO2	3	3	3	2	3	3	3	2	2
CO3	3	2	2	2	3	2	2	2	2
CO4	3	2	3	2	3	3	2	2	2
CO5	3	2	3	3	3	3	2	3	2
Avg	3	2.2	2.8	2.2	3	2.8	2.2	2.2	2

BASICS OF MANAGEMENT

Course Code: 24RMUI1203

Credit: 2

Hours:2/Week

Programme	BBA	Semester-II
Cognitive Level	K1: Recall new concepts of functional areas of Management K2: Understand the concept of Management K3: Ability to create applications of Management in all sectors	
Course Objectives	<ul style="list-style-type: none"> • The main objective of this course is to make the students understand functional areas of business management, which will assist for smooth function of business for long period. • To impart the core understanding of functional areas of business management, for effective decision making in the competitive changing business environment. 	

Units	Contents	No. of Hours
I	Management – Concept, Process, Theories and Approaches, Management Roles and Skills Functions – Planning, Organizing, Staffing, Coordinating and Controlling. Communication, Centralization, Decentralization and Span of Control Corporate Governance Value Based Organisation.	10
II	Human Resource Management-Importance and Functions of HRM - Sources of Recruitment -Selection Process, Interviews. - Methods/Types of Training and Development - Methods/Techniques of Performance Appraisal -Human Resource Information System (HRIS).	12
III	Financial Management-Importance and Functions of Financial Management -Scope of Financial Management -Sources of Finance - Profit Planning and Profit Model -Cost of Capital and Capital Budgeting -Working Capital Management.	14
IV	Production Management and functions of Production Management Strategic Role of Production Operation-Factors Considered while Designing New Product -Factors Affecting Plant Location -Types of Plant Layout.	12
V	Marketing Management and Functions of Marketing Management - Difference between Selling and Marketing-Marketing Environment -Market Segmentation -Factors Affecting Consumer Behaviour - Marketing Mix (7 Ps of Marketing) -Market Information System (MIS).	12
	Invited Talks/Field Visit	
	Total Hours	

Course Outcomes:

- CO1:** The students, ongoing through the course, will execute different functional areas of business management in effective manner
- CO2:** Able to take the right decisions of the enterprise for success and to achieve its predetermined goals and objectives in best possible manner.
- CO3:** The students will understand the concepts of Management
- CO4:** They can impart the core understanding of functional areas of business management, for effective decision making in the competitive changing business environment.
- CO5:** The students will learn the ability to create applications of Management in all business sectors

References:

Suggested Books:

1. I. M. Pandey, Financial Management, Vikas Publications House, New Delhi.
2. Chandra Prasanna, Financial Management, Tata McGraw Hill, Delhi.
3. K. Aswathappa, Production and Operations Management, Himalaya Pub. House, Mumbai.
4. Philip Kotler, Marketing Management, Prentice Hall, India, New Delhi.
5. Kazmi, Business Policy, Tata McGraw Hill, Mumbai.

Reference Books:

1. Principles of Business Management – T. Ramasamy, Himalaya Publication House Mumbai,
2. Principles and Practices of Management- L. M. Prasad, Sultan Chand & Sons-New Delhi (2019).
3. P. Subba Rao, Human Resource Management, Himalaya Publishing Company, Mumbai.
4. Beach Dale S., Personnel Management. Himalaya Publishing Company, Mumbai.
5. Vanhorne, Fundamentals of Financial Management, Prentice Hall, India Delhi

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	2	2	1	3	3	2	1	2
CO2	2	2	3	2	3	3	2	2	2
CO3	2	1	2	1	2	2	1	1	1
CO4	2	2	3	2	3	3	2	2	2
CO5	2	2	3	2	3	3	2	2	2
Avg	2	1.8	2.6	1.6	2.8	2.8	1.8	1.6	1.8

Course Code & Title	24RMUA1201: BUSINESS COMMUNICATION-I	
Programme	B.B.A.	Semester- II
	Credit: 2	Hours: 2 / per week
Cognitive Level	K-1	Recall the barriers of communication.
	K-2	Explain the classification of enquires.
	K-3	Apply e-communication in business.
Course Objectives	<ul style="list-style-type: none"> • The purposes to enable the students to learn effective business correspondence. • To draft letters for various business transactions. • To adopting the modern technological communication. • To develop written business communication skills. • To build confidence to face audience and overcome stage fear with necessary training in public speaking and presentation skills based on activities. 	
Units	Contents	No. of Hours
I	Communication: Meaning – objectives; Types and forms: verbal & non-verbal – Principles of Communication –Benefits-Elements of Communication- Communication Process - Qualities of the effective communication - Barriers to Communication - Overcoming Barriers to Communication- Structure of Business Letters - Layout of Business Letters.	7
II	Business Enquiries and Replies: Classification of Enquiry Letters - importance of Replies to Enquiries - kinds of Replies - Offer – Quotations – Orders.	5
III	Bank Correspondence: Elements of Good banking Correspondence-Types- Correspondence – Basic principles - Types - Kinds of Life Policies.	5
IV	Company Correspondence: Secretary and their duties – classifications - Correspondence with Directors, Shareholders - Types of meeting-Agenda for meeting - Minutes of the meeting.	6
V	E-Communication: Definition-Types of E-Communications in Business - Advantages& Disadvantages of E- Communication- Difference between Electronic and non-Electronic Communication. Self-Preparation: 1. Collect notification of a company for issuing the shares. 2. To conduct annual general meeting 3. Collect MinutesandAgendaofthe companies.	7
References	<p>Text Book</p> <ol style="list-style-type: none"> 1. .Rajendrapal and Koralahalli J.S, (2008)- Essentials of Business Correspondence, Sultan & Chants, Re-Print,3rdEdition. <p>Reference Books</p> <ol style="list-style-type: none"> 1. Ramesh M.S and Patten Shetty - Effective business English and Correspondence, R.C.Puplications, 2009, 2nd Edition. 2. Balasubramanian - Business Communication, Vikas Publishing HousePvt.,Ltd-2008, 2nd Edition. 	

	3. RSN.Pillai&Bagavathi-Commercial Correspondance & Office Management, S.Chand Publication-2009, 3rd Edition.
Course Outcomes	
CO1	Learn to frame the layout of business letters and the principle to be followed in framing the letters.
CO2	Gain a clear knowledge e of drafting a letter about about enquiry and getting replies from the dealers and the manufactures.
CO3	Get in sight on dealing with various banking and Life Insurance correspondence.
CO4	Learn about the types of companies meeting, role of secretary and writing up of agenda and minutes of the meeting.
CO5	Acquire knowledge on application of E-Communication in Business.

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	3	2	2	1	2	2	2	1	3
CO2	3	2	2	1	2	2	2	1	3
CO3	2	1	2	1	2	2	2	1	2
CO4	2	3	2	1	2	2	3	1	3
CO5	3	2	2	1	3	3	2	1	3
Avg	2.6	2	2	1	2.2	2.2	2.2	1	2.8

INDIAN CONSTITUTION

Course Code: 24RMUV1203

Credit: 2

Hours:2/Week

Programme	BBA	Semester-II				
Cognitive Level	K1: Impart basic knowledge of the Indian Constitution K2: Understand the fundamental rights K3: Ensuring healthy relationship among the state and central government to achieving the National goals.					
Course Objectives	<ol style="list-style-type: none"> To provide an understanding of the historical context and evolution of the Indian Constitution. To familiarize students with the fundamental principles and features of the Indian Constitution. To analyze the roles and functions of the different organs of the government as outlined in the Constitution. To develop an understanding of the rights and duties of citizens and the legal framework supporting them. To explore the roles and functions of key constitutional bodies and their importance in the governance of the country. 					
Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Historical Background of the Indian Constitution -Preamble: Ideals and Philosophy-Salient Features of the Indian	6	-	-	6	I
II	Fundamental Rights: Definition, Types, and Case Studies.	6	-	-	6	I
III	Structure and Functions of the Union Government and State Government	6	-	-	6	II
IV	The Structure of the Indian Judiciary.	6	-	-	6	II
V	Election Commission of India: Structure, Powers, and Functions.	6	-	-	6	II
	Invited Talks/ Field Visit	-	-	-	-	-
	Total Hours	30	0	0	30	-

Course Outcomes:

CO1: Students will be able to articulate the historical development and significance of the Indian Constitution.

CO2: Students will gain knowledge about the structure, features, and fundamental principles enshrined in the Constitution.

CO3: Students will understand the roles and responsibilities of the Union, State Governments, and the Judiciary in the Indian political system.

CO4: Students will be able to critically analyze and apply their knowledge of Fundamental

Rights, Duties, and Directive Principles to real-life situations.

CO5: Students will demonstrate an understanding of the functioning of various constitutional bodies and their impact on governance.

References: Suggested Books:

1. Basu, D. D. (2013). *Introduction to the Constitution of India* (21st ed.). LexisNexis.
2. Bakshi, P. M. (2018). *The Constitution of India* (15th ed.). Universal Law Publishing.
3. Sharma, B. K. (2015). *Introduction to the Constitution of India* (6th ed.). PHI Learning Pvt. Ltd.
4. Jain, M. P. (2019). *Indian Constitutional Law* (8th ed.). LexisNexis.
5. Austin, G. (1999). *The Indian Constitution: Cornerstone of a Nation*. Oxford University Press.

Reference Books:

1. Noorani, A. G. (2011). *Constitutional Questions in India: The President, Parliament, and the States*. Oxford University Press.
2. Pylee, M. V. (2016). *India's Constitution* (16th ed.). S. Chand Publishing.
3. Rao, B. V. (2018). *The Constitution of India: A Political Analysis* (2nd ed.). Sterling Publishers.
4. Shukla, V. N. (2020). *Constitution of India* (13th ed.). Eastern Book Company.
5. Seervai, H. M. (2015). *Constitutional Law of India* (4th ed.). Universal Law Publishing.

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	3	2	2	1	3	1
CO2	2	1	2	3	2	2	1	3	1
CO3	2	2	2	3	2	2	2	3	2
CO4	2	2	2	3	2	2	2	3	2
CO5	2	2	2	3	2	2	2	3	2
Avg	2	1.6	2	3	2	2	1.6	3	1.6

24FAUVX01: INDIAN CULTURAL HERITAGE

Credit: 2

Hours:2/Week

Title: Indian Cultural Heritage

Course Code: 24FAUVX01

Two Credits

Course Objective

This paper will introduce the students to major flagship instruments concerning the *common heritage of humanity*. The essence of these international conventions is to identify, manage, and protect cultural heritage for future generations. Against the backdrop of the growing tourism industry, an accolade of heritage by one of these international tools opens wider opportunities for well-managed visitation and healthier monitoring of these irreplaceable treasures. Principal case examples presented in this paper will be Indian heritage with appropriate comparisons that are currently recognized by international instruments.

Course structure

The course is divided into five modules, each lasting two weeks. The first module introduces the major international initiatives of the global community under UNESCO. The second module earmarks the uniqueness of the pan-Indian cultural heritage and the third unit introduces the students to distinguish the uniqueness of the South Indian cultural heritage. The fourth and fifth modules unravel the basic features of Indian architecture and iconography.

Outcome

- Gain knowledge in the UNESCO Heritage Concepts
- Ability to distinguish the important pan-Indian Heritage Cultures
- Identify the uniqueness of the regional culture
- Understanding the distinctive features of Heritage art, architecture and iconography

Course materials

Readings are assigned for each lecture (see the lecture schedule for details). For the fourth and fifth modules, there will be a choice of readings, allowing students to concentrate on either tangible or intangible heritage. Photocopies of the readings will be distributed in class in tutorials, and will also be shared afterward through the office and email. Students are asked to ensure that wherever possible they have read the assigned material before the lecture. Students will assume knowledge of the material covered in the readings and there will be scope during lectures and especially, during tutorials for discussion and questions relating to the readings.

Assessment

Internal Assessment: Term paper, Project work, Essay writing, and in situ presentation

No.	Description	Date & Remarks
Unit I: UNESCO and Common Heritage of Humanity		
1.	Introduction to UNESCO & Heritage Categories	
2.	World Heritage	
3.	Indian Heritage	
4.	Heritage – Tangible & Intangible	
Unit II: Cultural Heritage of India		
5.	The Land: India – Bharatavarṣa – Jambudvīpa	
6.	Indus Civilization	
7.	Myth, History & Scientific Temper	
8.	Rasas – Indian Aesthetics	
Unit III: Cultural Heritage of the Tamils		
9.	The Classical Age of the Tamils	
10.	Tamil Civilization	
11.	Tamil Literature: Classical Period	
12.	Archaeological Monuments	
Unit IV: Ancient Indian Architecture		
13.	Sources of Indian Architecture	
14.	Nāgara, Drāviḍa, and Veśara	
15.	Indo-Islamic Art	
16.	Colonial Art	
Unit 5: Indian Iconography		
17.	Sources of Indian Iconography	
18.	Buddhist and Jain	
19.	Hindu Sculpture	
20.	Classification of Art	

Textbooks

Acharya, Prasanna Kumar (1946) *An Encyclopaedia of Hindu Architecture*. Manasara Series: Volume VII. London: OUP.

Arizpe, Lourdes and Cristina Amescua (2006) *Anthropological Perspectives on Intangible Cultural Heritage*. London: Springer.

- Basham, A.L. (1986) *The Wonder that was India*. Calcutta: Rupa.
- Banerjea, Jitendra Nath (1956) *The Development of Hindu Iconography*. University of Calcutta.
- Huntington, Susan (1985) *The Art of Ancient India*. Weatherhill.
- Mitter, Partha (2001) *Indian Art*. New Delhi: Oxford University Press.
- Rao, T.A. Gopinatha (1916) *Elements of Hindu Iconography*. Vols. I & II. Madras: The Law Printing House.
- Tomory, Edith (1989) *A History of Fine Arts in India and the West*. Oriental Black Swan.
- World Heritage Manual*. Resource Manual, Second Edition 2011.
- Williams, Monier (2009) *Indian Wisdom – Examples of the Religious, Philosophical, and Ethical Doctrines of the Hindus*. New York: CUP.

References

- Acharya, Prasanna Kumar (N.D.) *Architecture of Mānasāra*. London: OUP.
- Alami, Mohammed Hambouni (2010) *Art and Architecture in the Islamic Tradition. Aesthetics, Politics and Desire in Early Islam*. New York: I.B. Tauris.
- Ayyar, P.V. Jagadisa (1982) *South Indian Shrines*. New Delhi: Asian Educational Service.
- Ayyar, P.V. Jagadisa (1982) *South Indian Festivities*. New Delhi: Asian Educational Service.
- Bhattacharyya, Benoytosh (1958) *The Indian Buddhist Iconography*. Calcutta: Firma K.L. Mukhopadhyay.
- Bhattacharyya, Haridas (1975) eds. *The Cultural Heritage of India*. Vol. III. *The Philosophies*. Calcutta: Ramakrishna Mission – Institute of Culture. First ed. 1937.
- Blacker, J.F. (1922) *The A B C of Indian Art*. London: Stanley Paul & Co.
- Brockman, Norbert C. (2011) *Encyclopedia of Sacred Places*. Vol. 1: A-M. Second Edition. California: ABC-CLIO, LLC.
- Campbell, Joseph (1946) ed. Heinrich Zimmer *Myths and Symbols in Indian Art and Civilization*. Washington, D.C.: Pantheon Books.
- Granoff, Phyllis and Koichi Shinohara eds. (2004) *Images in Asian Religions: Texts and Contexts*. Vancouver & Toronto: UBC Press.
- Guha-Thakurta, Tapati (2004) *Monuments, Objects, Histories – Institutions of Art in Colonial and Postcolonial India*. New York: Columbia University Press.
- Javid, Ali and Tabassum Javeed (2008) *World Heritage Monuments and Related Edifices in India*. New York: Algora Publishing.
- Kossak, Steven M. and Edith W. Watts (2001) *The Art of South and Southeast Asia – A Resource for Educators*. New York: The Metropolitan Museum of Art.
- Kuiper, Kathleen (2011) *The Culture of India*. New York: Britannica Educational Pub.
- Mackenzie, Donald A. (n.d.) *Indian Myth and Legend*. London: Gresham Pub.
- Mukerjee, R. (1965). "Rasas" as Springs of Art in Indian Aesthetics. *The Journal of Aesthetics and Art Criticism*, 24(1), 91–96.
- Ross, Leslie (2009) *Art and Architecture of the World's Religions*. Santa Barbara, California: ABC-CLIO.

- Basham, A.L. (1986) *The Wonder that was India*. Calcutta: Rupa.
- Banerjea, Jitendra Nath (1956) *The Development of Hindu Iconography*. University of Calcutta.
- Huntington, Susan (1985) *The Art of Ancient India*. Weatherhill.
- Mitter, Partha (2001) *Indian Art*. New Delhi: Oxford University Press.
- Rao, T.A. Gopinatha (1916) *Elements of Hindu Iconography*. Vols. I & II. Madras: The Law Printing House.
- Tomory, Edith (1989) *A History of Fine Arts in India and the West*. Oriental Black Swan.
- World Heritage Manual*. Resource Manual, Second Edition 2011.
- Williams, Monier (2009) *Indian Wisdom – Examples of the Religious, Philosophical, and Ethical Doctrines of the Hindus*. New York: CUP.

References

- Acharya, Prasanna Kumar (N.D.) *Architecture of Mānasāra*. London: OUP.
- Alami, Mohammed Hambouni (2010) *Art and Architecture in the Islamic Tradition. Aesthetics, Politics and Desire in Early Islam*. New York: I.B. Tauris.
- Ayyar, P.V. Jagadisa (1982) *South Indian Shrines*. New Delhi: Asian Educational Service.
- Ayyar, P.V. Jagadisa (1982) *South Indian Festivities*. New Delhi: Asian Educational Service.
- Bhattacharyya, Benoytosh (1958) *The Indian Buddhist Iconography*. Calcutta: Firma K.L. Mukhopadhyay.
- Bhattacharyya, Haridas (1975) eds. *The Cultural Heritage of India*. Vol. III. *The Philosophies*. Calcutta: Ramakrishna Mission – Institute of Culture. First ed. 1937.
- Blacker, J.F. (1922) *The A B C of Indian Art*. London: Stanley Paul & Co.
- Brockman, Norbert C. (2011) *Encyclopedia of Sacred Places*. Vol. 1: A-M. Second Edition, California: ABC-CLIO, LLC.
- Campbell, Joseph (1946) ed. Heinrich Zimmer *Myths and Symbols in Indian Art and Civilization*. Washington, D.C.: Pantheon Books.
- Granoff, Phyllis and Koichi Shinohara eds. (2004) *Images in Asian Religions: Texts and Contexts*. Vancouver & Toronto: UBC Press.
- Guha-Thakurta, Tapati (2004) *Monuments, Objects, Histories – Institutions of Art in Colonial and Postcolonial India*. New York: Columbia University Press.
- Javid, Ali and Tabassum Javeed (2008) *World Heritage Monuments and Related Edifices in India*. New York: Algora Publishing.
- Kossak, Steven M. and Edith W. Watts (2001) *The Art of South and Southeast Asia – A Resource for Educators*. New York: The Metropolitan Museum of Art.
- Kuiper, Kathleen (2011) *The Culture of India*. New York: Britannica Educational Pub.
- Mackenzie, Donald A. (n.d.) *Indian Myth and Legend*. London: Gresham Pub.
- Mukerjee, R. (1965). "Rasas" as Springs of Art in Indian Aesthetics. *The Journal of Aesthetics and Art Criticism*, 24(1), 91–96.
- Ross, Leslie (2009) *Art and Architecture of the World's Religions*. Santa Barbara, California: ABC-CLIO.

SEMESTER – III

SEMESTER III

Course Code & Title	24RMUC2107: Management Accounting		
Programme	B.B.A.		Semester- III
	Credit: 4		Hours: 4 per week
Cognitive Level	K-1	• Understanding cost concepts (fixed, variable, direct, indirect).	
	K-2	• Analyzing financial data to support managerial decision-making.	
	K-3	• Evaluating financial and non-financial performance indicators.	
Course objectives	<ul style="list-style-type: none"> • To familiarize the learners with the basic concepts and processes used to determine product costs and ascertain Material, Labor and Overhead cost. • To enrich the knowledge of the learners in knowing and applying various tools like • To provide with the basic understanding of budgetary control • To develop the knowledge of the learners to understand and prepare a management report 		
Units	Contents	No. of Hours	
I	Introduction to Cost and Management Accounting Definitions, objectives, functions, advantages and limitations. Differences between Cost accounting, Management accounting and Financial Accounting. Cost Concepts - Cost classification – Elements of cost – Preparation of cost sheet. Material cost, Issue of materials to production-pricing methods-FIFO, LIFO.	10	
II	Marginal Costing and Budgetary Control Marginal Costing-Meaning - Importance - Difference between Marginal costing and Absorption costing - Break Even Analysis - Break even chart - Problems in Marginal costing.	10	
III	Financial Statement Analysis Comparative Income Statements and Balance Sheets - Trend Analysis. Ratio Analysis – Introduction, Classification & Interpretation of Ratios- Liquidity ratios, Solvency ratios, Proprietary ratios, Profitability ratios, Leverage ratios and Turnover ratios.	10	
IV	Cash Flow Statement and Management Reporting Introduction - Concept of Cash - Sources of cash flow - Preparation of cash flow statements with adjustments. Management Reporting – Meaning and Definitions of Reports - Objectives and Purpose - Sample Reports	20	
V	Decision Making and Performance Evaluation - Decision-Making Process - Relevant Costs and Revenues - Capital Budgeting - Meaning and Importance of Capital Budgeting- Techniques - Responsibility Accounting- Concept and Importance- Types of Responsibility Centers: -Cost Centers-Profit Centers-Investment Centre	10	
References	Readings: Suggested Books (Latest Edition): <ol style="list-style-type: none"> 1. Arora, M. N. Cost and Management Accounting, New Delhi: Himalaya Publishing House. 2. Jain, S.P., & Narang , K.L. Cost Accounting. Principles and Practice, New Delhi: Kalyani Publishers. 		

	<p>3. Kishor, R.M. Cost and Management Accounting. New Delhi: Taxman Allied Services.</p> <p>4. Pillai, R.S.N, Bagavathi, V., Cost Accounting. New Delhi: Sultan Chand.</p> <p>5. Arora, M.N. Management Accounting, New Delhi: Himalaya Publishing House</p>
COURSE OUTCOME	
CO1	<ul style="list-style-type: none"> Interpret the relevant theories of cost and management accounting and prepare Cost sheet and quotations.
CO2	<ul style="list-style-type: none"> Ascertain Material and Labor cost, allocation and apportionment of overheads.
CO3	<ul style="list-style-type: none"> Interpret the financial statements for managerial decision making and preparation of management reports
CO4	<ul style="list-style-type: none"> Utilize budgeting, variance analysis and financial forecasting tools for planning and control.
CO5	<ul style="list-style-type: none"> Develop strategic decision-making skills using advanced management accounting techniques like capital budgeting and balanced scorecard

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	3	2	3	2	3	3	2	2	2
CO2	3	2	2	2	3	3	2	2	2
CO3	3	2	3	2	3	3	2	2	2
CO4	3	2	3	2	3	3	2	2	2
CO5	3	3	3	2	3	3	3	2	2
Avg	3	2.2	2.8	2	3	3	2.2	2	2

Course Code & Title	24RMUC2108: Human Resource Management	
Programme	B.B.A.	Semester- III
	Credit: 4	Hours: 4/per week
Cognitive Level	K-1	• Understanding the roles and functions of HRM in an organization.
	K-2	• Implementing HR practices like performance management and compensation planning
	K-3	• Developing HR policies that align with business goals.
Course objectives	• To understand how HR plays a functional role in management	
	• To know the difference between functional and strategic role of HR management	
	• Analyse the need for HR planning, innovation, use of technology, and sector specific HR needs	
Units	Contents	No. of Hours
I	The Nature of Human Resource Management: An Introduction; Human Resource as Business Partnership; HRM policies, HRM in globally competitive environment; Functional HRM; strategic human resource management	10
II	Plan, Acquire, Develop and Career Management: Human Resource Planning; Job and workflow analysis; Recruitment and Selection; Career and Talent Management, Managing the Gig employees and Virtual employees and team workforce Diversity, Equity and Inclusion	10
III	Training, Development and Performance Engagement: Training and development methods, Competency and career planning, Performance management - Appraisal methods-360 degree, MBO, self-assessment, Compensation for special groups and benefits, Salary structures and rewards and Quality of work life and employee retention.	10
IV	Industrial Relations, Compliance and Employment Relations- Industrial Relations, Collective Bargaining, Employee Relations: Role of trade unions and management, work place laws and Regulations, Grievance Handling Mechanisms and Redressal.	20
V	HR Analytics and Innovation- Human Resource Information and Analytics; Human Resource Management Innovations; Human Resource Management in Small and Medium Enterprises; Organization Transformation and the Human Resource Leadership and sustainability goals in HRM. Exposure visit to MSME units – Invited lectures.	
References	Suggested Books: <ol style="list-style-type: none"> 1. Dessler, G.(2020), <i>Human Resource Management</i>, Pearson Education, New Delhi. 2. Gupta CB (2019), <i>Human Resource management</i>, Sultans clean sons, New Delhi. 3. Wayne Mondy (2010), <i>Human Resource Management, Tenth edition</i>, Pearson Education, New Delhi. 4. Aswathappa K, (2015), <i>Human Resource Management</i>, Tata McGraw Hill, New Delhi. 5. Rao, V. S. P., (2013), <i>Human Resource Management</i>, Pearson, New Delhi 6. Cascio, W. F., (2014), <i>Managing Human Resources</i>, Tata McGraw Hill, New Delhi. 7. Mahajan, J. P. (2019), <i>Human resource management</i>, Ane Books Pvt. Ltd, New Delhi. 	

	<p>Reference Books:</p> <ol style="list-style-type: none"> 1. Armstrong Mickeal (2016), <i>A Hand book of Human Resource Management Practices</i>, Kogen Business Books. 2. Bevnadin, John H (2015), <i>Human Resource Management; An Experimental Approach</i>, McGraw Hill, New Delhi. 3. Sanghi Seema (2016), <i>Human Resource Management</i>, Vikas Publishing House Pvt., Ltd., New Delhi. 4. Bohra, Rakesh and Bhatnagar, Jyotsna, (2022), <i>One Employee Went Freelance. Now Everyone Wants the Same Deal</i>, Harvard Business Review, March, 2022. 5. Mukherjee A, and Bhatnagar J(2022), <i>Conceptualizing and theorizing green human resource management: a narrative review</i>, International Journal of Manpower, Jul 2022. 6. Aswathappa, K. (2009), <i>Human resource management: Text and cases</i> (7th ed.). Tata McGraw-Hill Education, New Delhi.
COURSE OUTCOME	
CO1	<ul style="list-style-type: none"> • Explain how Functional HRM contributes in organizational management.
CO2	<ul style="list-style-type: none"> • Analyze all HR Functions like recruitment selection, performance management, compensation benefit, Training and Development and Career Management/Talent Management
CO3	<ul style="list-style-type: none"> • Apply HR analytics, HR with innovation
CO4	<ul style="list-style-type: none"> • Create sustainable goals with diversity, Inclusion and wellness
CO5	<ul style="list-style-type: none"> • Apply recruitment, selection, training, and performance management techniques in organizational settings.

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	3	2	2	2	2	3	2	2	2
CO2	3	3	3	2	3	3	3	2	2
CO3	2	2	3	2	3	3	2	2	2
CO4	2	2	2	3	2	2	2	3	2
CO5	3	3	3	2	3	3	3	2	2
Avg	2.6	2.4	2.6	2.2	2.6	2.8	2.4	2.2	2

Course Code & Title	24RMUC2109: Legal and Ethical Issues in Business	
Programme	B.B.A.	Semester-III
	Credit: 4	Hours: 4/per week
Cognitive Level	K-1	<ul style="list-style-type: none"> Understanding business laws, contracts, and regulatory frameworks.
	K-2	<ul style="list-style-type: none"> Analyzing business contracts, employment laws, and consumer protection policies.
	K-3	<ul style="list-style-type: none"> Developing corporate policies to ensure legal compliance and ethical business practices.
Course objectives	<ul style="list-style-type: none"> The course aims to provide students with the understanding of key legal and ethical issues in the business context of India 	
	<ul style="list-style-type: none"> The course will help students analyse ethical dilemmas in business decisions 	
	<ul style="list-style-type: none"> The course will help the students understand the legal and regulatory aspects of business ethics that concern the financial, competitive and charitable responsibilities of organisations 	
	<ul style="list-style-type: none"> The course will help the students gain knowledge about the ways in which organizational and individual factors impact business ethics 	
Units	Contents	No. of Hours
I	Introduction to Business Law Business law – definition, scope, importance of understanding the role of law in business; Elements of a contract – offer and acceptance, consideration, contractual capacity; Essentials of a valid contract; Types of contracts; Performance obligations; Types of contract breaches and remedies; Product liability and consumer protection laws; Business torts; Employment law	10
II	Sales and Leases Formation of Sales Contract: Contracts for Leasing Goods, Title and Risk of loss, Performance and remedies, Warranties and Product liability; Introduction to Negotiable Instruments, Negotiability, Negotiation and Holders in due course; Liability and discharge, Bank customer Relations/Electronic Fund Transfers.	10
III	Introduction to Business Ethics The definition and importance of business ethics, business ethics in the Indian context; Institutionalization of Business Ethics in the organization, benefits of Ethical Conduct in Business, Ethical Issues and Stakeholder Concerns; Social Responsibility and Regulatory Framework: Corporate social responsibility; Environment & business; Issues related to Business Ethics in marketing, finance & human resource functions. Ethical responsibilities of multinational corporations; Ethical dilemmas facing businesses globally including issues related to discrimination, human rights, Environmental impact and intellectual property.	10
IV	The Ethical Decision-making process Philosophical approaches to ethical decision making; Ethics & Religious approaches; Moral & Legal aspects of ethical decision making: Ethical aspects in Bhagvat Gita; Kautaliya's Arthshastra; Swami Vivekananda on Ethics; Swami Vivekanand's message to the youth of India; Ethical Decision Making in Organizations: Individual and Organizational Factors Influencing Ethical Decisions; Karmyog, Indian philosophy of work ethics; Kautilya's Arthshastra; Introduction to Integral Humanism; Ethical Decision-Making	20

	Frameworks to Improve Decision-Making Outcomes; Corporate Governance and its Impact on Ethical Decision-Making; Whistle blowing; Conflict Resolution.	
V	Corporate Governance, Consumer Protection, and Emerging Ethical Challenges. Corporate Governance and Business Ethics-Consumer Protection Laws and Rights-Intellectual Property Rights (IPR) and Patent Laws-Environmental Laws and Sustainability in Business-Workplace Ethics and Employee Rights-Whistle blowing and Corporate Social Responsibility (CSR)-Cyber Laws and Data Privacy-Emerging Ethical Challenges in Global Business	
References	1. Ratan Tata: Ethical Leadership By: Ashok K. Dua, Sumita Rai Ivey Publishing https://hbsp.harvard.edu/product/W17258-PDF-ENG 2. www.https://scroll.in/tag/competition-commission-of-india 3. Mascarenhas, A. J. O. et al. (2019). J.R.D. Tata: Orations on Business Ethics. Rupa Publications India 4. Holloway, J. E. (2023). The Foundation of the Theory of Law and Business. Am. U. Bus. L. Rev., 12, 51. 5. Vivekanand, S. (2022) Karam Yoga: The Yoga of action. Sanage Publishing House LLP	
COURSE OUTCOME		
CO1	<ul style="list-style-type: none"> Recall major laws and regulations and ethical principles that guide business conduct. 	
CO2	<ul style="list-style-type: none"> Analyse case studies to identify legal and ethical challenges within business Operations 	
CO3	<ul style="list-style-type: none"> Evaluate the effectiveness of existing legal frameworks in governing business Practices 	
CO4	<ul style="list-style-type: none"> Propose solutions to ethical dilemmas based on ethical theories and principles that align with corporate social responsibility 	
CO5	<ul style="list-style-type: none"> Apply legal concepts related to contracts, consumer protection, labor laws, and corporate governance. 	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	3	2	2	1	3	1
CO2	2	2	3	3	2	2	2	3	2
CO3	2	2	3	3	2	2	2	3	2
CO4	2	2	2	3	2	2	2	3	2
CO5	2	2	3	2	2	3	2	2	2
Avg	2	1.8	2.6	2.8	2	2.2	1.8	2.8	1.8

Course Code & Title	24RMUI2104: Indian Systems of Health and Wellness	
Pro-gramme	B.B.A.	Semester-III
	Credit:2	Hours: 2 per week
Cognitive Level	K-1	• Explain the concepts of health, wellness, and their importance in everyday life.
	K-2	• Analyze the determinants of health behavior and their role in mental wellness.
	K-3	• Critically assess traditional Indian health beliefs and compare them with modern health approaches.
Course Objectives	• Understand the fundamental concepts of health	
	• Analyze the principles of wellness	
	• Evaluate the connection between the mind and body and its role in overall well-being	
	• Assess the impact of malnutrition	
	• Examine the Indian perspective on well-being	
Units	Contents	No. of Hours
I	Introduction to Health -Definition of Health - Importance of health in everyday life -Components of health – physical, social, mental, spiritual and its relevance	6
II	Introduction to Wellness -Concept of wellness -Mental health and wellness-Determinants of health behavior	6
III	Mind Body and Well-Being -Mind body connection in health – concept and relation -Implications of mind-body connection -Wellbeing – why it matters? - Digital wellbeing	6
IV	Deficiency & Diseases -Malnutrition, under nutrition and over nutrition -Body system and common diseases - Sedentary lifestyle and risk of disease -Modern lifestyle and associated health risks	6
V	Indian system of wellbeing - Health beliefs of India - Health systems in India – AYUSH. -Perspective of indigenous people towards health -Happiness and well-being in India	6
References	<p>Suggested Books:</p> <ol style="list-style-type: none"> 1. Carr, A. (2022). Positive psychology: The science of happiness and human strength. Routledge. (Please confirm the year of publication) 2. Nyambichu, C., & Lumiri, J. (2015). Lifestyle disease: Lifestyle disease management. (Please confirm the publisher and year of publication) 3. Donatelle, R. J. (2019). Health: The basics (13th ed.). Pearson Education. 4. Insel, P. M., & Roth, W. T. (2022). Core concepts in health (16th ed.). McGraw-Hill Education. 5. Sharma, M., & Romas, J. A. (2021). Wellness and health promotion (5th ed.). Jones & Bartlett Learning. <p>Reference Books:</p> <ol style="list-style-type: none"> 1. Sriram, R. (2020). Traditional Indian medicine: Ayurveda, yoga, and naturopathy in modern healthcare. Springer. 	

	<ol style="list-style-type: none"> 2. Khanna, K., Gupta, S., & Seth, R. (2019). Textbook of nutrition and dietetics. Elite Publishing House. 3. Chopra, D. (2018). The healing self: A revolutionary new plan to supercharge your immunity and stay well for life. Harmony Books. 4. Chatterjee, M. (2021). Health for all: An alternative strategy for India. Macmillan India. 5. Wootton, B. (2022). Digital well-being: A guide to a balanced life in the digital age. Routledge.
Course Outcomes	
CO1	<ul style="list-style-type: none"> • Define and explain the concepts of health, wellness, and their components.
CO2	<ul style="list-style-type: none"> • Apply knowledge of health determinants and mental well-being to improve personal and community health.
CO3	<ul style="list-style-type: none"> • Assess the impact of modern lifestyles, including digital habits, on overall well-being.
CO4	<ul style="list-style-type: none"> • Identify common nutritional deficiencies, diseases, and their preventive measures.
CO5	<ul style="list-style-type: none"> • Analyze traditional Indian health systems and well-being practices, including indigenous perspectives and AYUSH.

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	1	2	2	1	1	2	1
CO2	2	1	2	3	2	2	1	3	2
CO3	2	1	2	2	2	2	1	2	2
CO4	2	1	2	2	2	2	1	2	2
CO5	2	1	1	3	2	2	1	3	2
Avg	2	1	1.6	2.4	2	1.8	1	2.4	1.8

Course Code & Title	24RMUA2102: Business Communication-II	
Programme	B.B.A.	Semester- III
	Credit:2	Hours: 2/per week
Cognitive Level	K-1	• Learning about verbal, non-verbal, and written communication in business.
	K-2	• Drafting business letters, reports, and emails professionally.
	K-3	• Assessing communication effectiveness in team management and leadership.
Course Objectives	• The course aims at improving student's basic grammar, sentence construction and vocabulary.	
	• Attempt to enhance student's comprehension and writing skills.	
	• Interest in language and vocabulary improvement sought through mind and word games.	
	• To teach and develop student's habit of consulting dictionary for usage of words, correct spellings and pronunciation	
	• To enhance confidence in public speaking.	
Units	Contents	No. of Hours
I	Simple rules of pronunciation and intonation -Formal oral presentations--- Power point presentations or presentations using other visual aids followed by actual practice of it. - Interview skills—[types of interviews, employer’s expectations, types of questions, some standard questions, answering techniques, mock interviews] - Working with Customers- essential speaking elements needed to communicate with the customers—[apt questions to determine the context, apt responses to put them at ease, apt responses to acknowledge their efforts, using listener centered language, asking questions to understand their problems, establish rapport, denying requests, coping with angry customers.	6
II	Improving informal communication—speaking persuasively, negotiating effectively, managing conflicts - Formal and regularly used expressions in given situations - Group discussions---- a detailed briefing of do's and don'ts followed by GD's based on topics relevant to their field. Kinds of GD's—to convey information or to instruct or solve problems or to take decisions	6
III	Reading skills—skills we need to read successfully - reading strategies / techniques / types – equipped with separate and adequate reading passages to practice the skill	6
IV	Comprehension of written texts ---selecting information, identifying topic –shift, cause –effect, point of view [the texts are articles / editorials etc., from varied streams of subjects] 10. Aesthetic reading skill- poem-- “Raisin in the Sun” – Langston Hughes --“ways to kill a Man”—Edwin Brock	6
V	Writing skills to enhance formally structured effective official writing, Understanding Reports and Proposals, Types of reports, Structure and layout of a formal report—writing the beginning / the body / end matter, Business reports, Writing short Reports, Proposal writing And Process Description, Technical proposals, Writing Proposals, Supplementary Parts / Appended Parts. Citing sources	6
References	Reference Books <ol style="list-style-type: none"> 1. Chatterji, A (1995), Management Fundamentals, Ravi Book Agency, Baroda 2. Singh.M. and Pandya, J (1987), Organisation and Management, Metropolitan Book Company, Delhi Government Publication Ministry of Law, Govt of India (1960), The Copyright Act, 1957, 	

	<p>3. The Manager of Publications, Delhi Journal Paper Jain, SK (1999), Organisational Climate in Banks, Journal of Management, Vol. 6, No.12, pp 12-32 Article in a newspaper</p> <p>4. Mishra, VK (2001), Are Banks becoming better? The Economic Times, May 12,pp 6-</p> <p>5. Bhattacharya, S.K. (2001), Management Principles and their applicability to Banks, paper presented at Mumbai Management Association, Mumbai, Nov 21,pp 12-27</p>
COURSE OUTCOME	
CO1	<ul style="list-style-type: none"> • Improve their group discussion participation
CO2	<ul style="list-style-type: none"> • Face industry interviews with confidence
CO3	<ul style="list-style-type: none"> • Draft effective professional documents
CO4	<ul style="list-style-type: none"> • Apply effective business writing skills to create professional emails, reports, and business correspondence.
CO5	<ul style="list-style-type: none"> • Develop strategic corporate communication plans for branding, public relations, and crisis management.

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	3	2	2	1	2	2	2	1	3
CO2	3	2	2	1	3	2	2	1	3
CO3	3	2	2	1	2	2	2	1	3
CO4	3	2	2	1	2	2	2	1	3
CO5	3	2	3	2	3	3	3	2	3
Avg	3	2	2.2	1.2	2.4	2.2	2.2	1.2	3

Course Code & Title	24RMUS2102: Management Information System	
Programme	B.B.A.	Semester- III
	Credit: 4 (3+1)	Hours: 5 per week
Cognitive Level	K-1	<ul style="list-style-type: none"> Understanding what an information system is, including its role and importance in business organizations.
	K-2	<ul style="list-style-type: none"> Recognizing the key components such as hardware, software, data, procedures, and people.
	K-3	<ul style="list-style-type: none"> Exploring how information systems support business operations, decision-making, and strategic planning.
Course objectives	<ul style="list-style-type: none"> Understand the Role of MIS – Explain the importance of Management Information Systems in decision-making, business operations, and competitive advantage. 	
	<ul style="list-style-type: none"> Analyze Data and Information Processing – Understand data collection, storage, processing, and retrieval for effective business decision-making. 	
	<ul style="list-style-type: none"> Able to evaluate applications of MIS and discuss the impact of these technologies on business process reengineering. 	
	<ul style="list-style-type: none"> To demonstrating competency in data entry, worksheet management, formula application, chart creation, and professional MIS presentation design to support business reporting needs. 	
	<ul style="list-style-type: none"> To design and conduct online surveys using Google Forms, manage ethical data collection, and perform introductory analysis using SPSS, including data preparation, cleaning, transformation, and interpretation of survey results. 	
Units	Contents	No. of Hours
I	Fundamentals concepts of MIS Basics concepts of MIS/ Types of MIS, Dimension and components of IS, Benefits of MIS, IT infrastructure, and IT infrastructure evolution, Components of IT infrastructure, new approaches for system building in the digital firm era	9
II	Data base management system: Objectives of data base approach- Characters of database Management systems-Data processing system- Components of DBMS packages - Data base administration- Entity – Relationship (conceptual)	9
III	Information system applications: MIS applications, DSS – GDSS - DSS applications in E enterprise - Knowledge Management System and Knowledge Based Expert System - Enterprise Model System and E-Business, E- Commerce, Q- Commerce E-communication, Business Process Reengineering.	9
IV	MS Word -Creating formatted reports, tables, and business letters.-Using templates and styles for document consistency- MS Excel -Data entry, worksheet management, and cell referencing (relative, mixed, absolute)-Using formulas for basic operations (SUM, AVERAGE, MIN, MAX, IF statements)-Creating data charts (bar, pie, line)-Data analysis tools: sorting, filtering- MS PowerPoint -Designing professional presentations for MIS reporting-Inserting charts, images, and tables-Using animations and transitions to enhance communication.	9

V	Formation and procedure for YouTube channel creation, methods of conducting Online Survey -Introduction to web-based survey platforms-Google Forms-Designing survey questionnaires with open and closed questions-Collecting responses and exporting data for analysis- Ethical considerations in online data collection- Introduction to SPSS -Navigating the SPSS interface and understanding data view versus variable view-Importing datasets (from Excel, CSV, etc.) and defining variables- Data Preparation -Data cleaning: handling missing values, coding categorical variables-Data transformation: creating computed variables, recoding values	9
References	<p>Text Book – (Latest Edition):</p> <ol style="list-style-type: none"> Laudon, K. C., & Laudon, J. P. Management information systems: managing the digital firm. Fifteenth Edition. Pearson. Coronel, C., & Morris, S.. Database systems: design, implementation, &management. Cengage Learning. Olson, D.Information systems project management (First; 1; ed.). US: Business Expert Press. Schiel, J. The Scrum Master Study Guide. Auerbach Publications. The Scrum Master Guidebook: A Reference for Obtaining Mastery" , CHANDAN LAL PATARY <p>References and Case Studies</p> <ol style="list-style-type: none"> Developing MIS for National Innovation Foundation: Choosing Process, Product and Vendor, Sanjay Verma; Priyanka Sharma, https://hbsp.harvard.edu/product/A00137-PDF-ENG?Ntt=MIS. Enterprise-Wide Business-IT Engagement In An Empowered Business Environment: The Case Of FedEx Express EMEA, Stijn Viaene; Steven De Hertogh, https://hbsp.harvard.edu/product/JIT025-PDF-ENG?Ntt=MIS From Products to Product-Service Systems: IT-Driven Transformation of a Medical Equipment Manufacturer, Jens Fahling; Felix Kobler; Jan Marco Leimeister; Helmut Krcmar, https://hbsp.harvard.edu/product/JIT062-PDF-ENG?Ntt=MIS 	
COURSE OUTCOME		
CO1	Understand the basic concepts, types, dimensions, and components of MIS, and evaluate the benefits and evolution of IT infrastructure in the digital firm era	
CO2	Apply database management principles by setting up and managing DBMS Packages, creating Entity-Relationship diagrams, and understanding data models, data warehouses, and administration techniques.	
CO3	Analyze various MIS applications, including DSS, GDSS, and knowledge management systems, and develop e-commerce solutions by leveraging enterprise models, business process reengineering, and digital communication strategies.	
CO4	Understand data processing, presentation, and reporting relevant to business information systems.	
CO5	Prepare for real-world surveys, data analysis, and reporting within MIS frameworks	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	2	3	2	1	2	2
CO2	2	1	3	1	3	3	2	1	2
CO3	2	2	3	2	3	3	2	2	3
CO4	2	2	3	3	3	2	2	3	2
CO5	2	2	3	2	3	3	3	2	3
Avg	2	1.6	2.8	2	3	2.6	2	2	2.4

Semester	I/II/III/IV	Course Code	24PEUV0001
Course Title	Yoga and Fitness		
No. of Credits	0+2	No. of Contact hours per week	2
New Course / Revised Course	New Course	Percentage of Revision effected	--
Category	Credit course		
Scope of the Course	Value-Added Courses imparting transferable and life skills		
Cognitive Levels addressed by the Course	K-1 & K-2		
Course Objectives	The Course aims to gain the practical knowledge about Health and Fitness through Yogic Practices and Physical activities.		
Unit	Content		No of Hours
I	Introduction and Scope of Yoga: Astanga Yoga - Yoga as an ideal system of physical culture – Schools of Yoga - Difference between practice of Asanas and Physical Exercise - Loosening Exercises in yoga – Suryanamaskar.		5
II	Asana & Practice: Meditative Asana: Sukhasana – Padmasana –Vajrasana – Standing Asana: Tadasana – Trikonasana – Vrikshasana – Sitting Asana: Baddha konasana – Paschimottanasana – Ustrasana – Vakrasana – Gomukhasana – Prone Asana: – Bhujangasana – Shalabhasana – Dhanurasana - Supine Asana: Pavanamuktasana – Sethubandasana – Navasana		7
III	Practices of Pranayama, Bandhas, Mudras and Kriya: Sectional Breathing - Nadisuddhi – Bhramari – Bhastrika - Kapalabhati – Introduction to Bandhas – Mudras – Dharana (Trataka) – Dhyana – Mindfulness – Introduction to Jalaneti – Instant Relaxation Technique (IRT)		5
IV	Concept of Fitness & Recreation: Health related fitness components - BMI - Underweight – Obesity - waist-to-hip ratio(WHR) and Minor games.		7
V	Fitness Parameters: Isometric Strength: Push-up/wall push - Plank – Wall sit - Medicine ball exercises. Short sprints – 4 X 100meters Brisk Walking - Repeated Jumps – Sideward and backward run for 4 X 100meters - 10meters Shuttle Run – 4 X 50 meters Rope Skipping - 6minute Walk - 3-4 Kms of brisk walk / 3500steps - Introduction to Yo – Yo intermittent recovery (Level-1)test.		8

References	Text Books: <ol style="list-style-type: none"> 1. Iyengar B.K.S. (2000). Light on Yoga. Harpine Collins Publication, New Delhi. 2. James R.Morrow, Jr., Allen W.Jackson, James G.Disch and Dale.P.Mood. (2000). Measurement and Evaluation in Human Performance, (2ED). Champaign Illinois: Human Kinetics Publishers Inc. 3. Lee E. Brown, Vance Ferrigno, Juan Carlos Santana. (2000). Training for speed, Agility and Quickness. Champaign Illinois: Human Kinetics Publishers Inc. 4. Nagarathnam H R. and H R Nagendra. (2015). Promotion of positive health. swami vivekanandha yoga prakashana, Bangalore. 5. Swami Kuvalayananda. (2000). Pranayama. Kaivalyadhama Lonavla, India. 6. Swami Satyananda Saraswati. (2008). Asana Pranayama Mudra, Bandha (IV Revised Edition): Bihar School of Yoga. Munger, India. 7. Thomas R. Baechle. (1994). Essentials of Strength Training and Conditioning. Champaign Illinois: Human Kinetics Publishers Inc.
	References Books: <ol style="list-style-type: none"> 1. Barry L. Johnson, and Jack K. Nelson. (1988). Practical Measurements for Evaluation in Physical Education, (3rdED). Delhi: Surjeet Publications. 2. Edward L. Fox, Richard W. Bowers and Merle L. Foss. (1989). The Physiological Basis of Physical Education and Athletics, (3rdED). New York: W.M.C. Brown Publishers. 3. Jay Hoffman. (2002). Physiological Aspects of Sports Training Performance. Champaign Illinois: Human Kinetics Publishers Inc. 4. Shri Krishna. (1996). Essence of Pranayama. Kaivalyadhama Ashram, Lonavla, India. 5. Yoga an Instruction Booklet. (2018). Vivekanda Kendra Prakashan Trust, Chennai. 6. Yoga for Health. (2003). Institute of Naturopathy & Yogic Sciences. Bangalore.
	Web Resources: <ol style="list-style-type: none"> 1. http://www.yogamdny.nic.in/files/pdf/CYP-2023-English.pdf 2. https://youtu.be/SpOJqDZbbbw 3. https://www.mindful.org/mindfulness-how-to-do-it/ 4. https://barbend.com/isometric-exercises/ 5. https://www.medicalnewstoday.com/articles/6-minute-walk-test#scoring 6. https://www.thoracic.org/patients/patient-resources/resources/six-minute-walk-test.pdf
Course Outcomes	Students should be able to <ol style="list-style-type: none"> 1. Demonstrate the suryanamaskar. 2. Perform various asanas. 3. Learn the breathing techniques, mudras and bandhas. 4. Self aggravated to take part in various fitness activities. 5. Understand the latest fitness tools.

Pattern

First CFA	Second CFA		Total Marks
	25 Marks		
25 marks	Test	Assignment	50
	20marks	5marks	

Course Code & Title	National Service Scheme (NSS)	
Programme	B.B.A.	Semester- III
	Credit: 2	Hours: 2/per week
Cognitive Level	K-1	• Understanding the history, objectives, and structure of NSS.
	K-2	• Applying NSS activities in community development, health, and environmental protection.
	K-3	• Evaluating the effectiveness of NSS projects and their long-term impact on society.
Course Objective	• To learn the concept of marketing management.	
	• To learn about Buyer Behaviour and Motivation and Sales Forecasting.	
	• To absorb the Product and its importance.	
	• To gain understanding about the price and pricing.	
	• To gain knowledge about Emerging Marketing Environment in India.	
Units	Contents	No. of Hours
I	Introduction and Basic Concepts of NSS National Service Scheme (NSS) - history, philosophy, and fundamental concepts, aim and objectives, providing clarity on the organization's overarching goals. Symbols of NSS - Emblem, flag, motto, song, and badge; Organizational structure of NSS	6
II	NSS Programmes and Activities Diverse programmes and activities conducted under the aegis of the National Service Scheme (NSS); Significance of commemorating important days recognized by the United Nations, Centre, State Government, and University; Examination of the methodology for adopting villages/slums and conducting surveys; Financial patterns of the NSS scheme	6
III	Community Mobilization Dynamics of community mobilization within the framework of the National Service Scheme (NSS); Functioning of community stakeholders; The conceptual lens of community development	6
IV	Volunteerism and Shramdan in the Indian Context: Roles and Motivations within the NSS Framework Ethos of volunteerism and shramdan (voluntary labor) within the cultural context of India and the framework of the National Service Scheme (NSS);	6
V	Motivations and constraints -shaping volunteer engagement; Role of NSS volunteers in initiatives such as the Swatch Bharat Abhiyan and Digital India	6
References	References: 1. Ministry of Youth Affairs and Sports, Government of India. (2022). National Service Scheme (NSS) Manual. 2. Agarwalla, S. (2021). NSS and Youth Development. Mahaveer Publications 3. Bhattacharya, P. (2024). Stories Of NSS (English Version). Sahityasree. 4. Borah, R. and Borkakoty, B. (2022). NSS in Socioeconomic Development. Unika Prakashan. 5. Wondimu, H., & Admas, G. (2024). The motivation and engagement of student Volunteers in volunteerism at the University of Gondar. Discover Global Society, 2(1), 1-16	

COURSE OUTCOME	
CO1	<ul style="list-style-type: none"> To provide students with an understanding of the history, philosophy, and basic concepts of the National Service Scheme (NSS).
CO2	<ul style="list-style-type: none"> To familiarize students with the aims, objectives, and organizational structure of NSS.
CO3	<ul style="list-style-type: none"> To equip students with knowledge about NSS programmes, activities, and their Relevance.
CO4	<ul style="list-style-type: none"> To develop an understanding of community mobilization techniques and their Importance in NSS activities.
CO5	<ul style="list-style-type: none"> To cultivate an appreciation for volunteerism, shramdan (voluntary labor), and their role in community development initiatives.

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	1	3	2	1	1	3	2
CO2	2	1	1	3	2	1	1	3	2
CO3	2	2	2	3	2	2	2	3	2
CO4	2	2	2	3	2	2	2	3	2
CO5	2	2	1	3	2	2	2	3	2
Avg	2	1.6	1.4	3	2	1.6	1.6	3	2

24GTUV1002: SHANTHI SENA

24GTUV1002/24GTUI1002 SHANTI SENA (VAC)

(Value Added Course: All UG and Five year Integrated Programmes) - (2 Credit)
Evaluation: Internal Test and Viva Voce (both components carry equal weightage)
by the course teacher

CFA:25+25

Credit: Two

Max. Marks.50

Objectives:

- › To introduce the concept, experiments and practice of Shanti Sena (Peace Brigade) to the students.
- › To give exposure and training to students in the skills needed for Shanti Sena and Nonviolent Conflict Resolution.

Learning Outcome:

Students will be able to:

- › Comprehend the conceptual Framework of Shanti Sena
- › get knowledge on Post Gandhian Experiments in Shanti Sena
- › exposure on functions of Shanti Sena in India and abroad.
- › Shape and evolve themselves as peacemakers and peace builders for promoting harmony and good will among all.
- › understand the Methods of Peaceful Resolution of conflicts in their personal and social life.

Unit 1 Shanti Sena: Meaning and conceptual framework - Genies of Shanti Sena - Gandhiji's idea of Shanti Sena - Gandhiji as Peace Maker and Builder - Shanti Sena Experiments in Noakhali by 'One Man Boundary Force' - Gandhiji as Martyr and peace soldier.

Unit 2 Gandhi - Soldier of Peace : National Volunteer corps - Khudai Kidmatgar (Servants of God) - Salt March for awakening - Constructive Work - Birth of Shanti Sena -Peace Brigades - its objective and qualifications - Peace Brigades and National Defense - Nonviolent Resistance - weapon of Peace Brigade - Self Sacrifice and communal harmony - One man peace mission.

Unit 3 Post Gandhian Experiments: Birth of Shanti Sena - Vinoba's concept of Shanti Sena - Shanti Kendras, All India Shanti Sena Mandal- Functions of Shanti Sena - Contributions of Jeyaprakash Narayan and Narayan Desai : Peace work during Communal Violence - Chambal Valley and Nagaland Peace Mission.

Unit 4 Skills and Training for Shanti Sena: Skills for Peace Making and Peace Building (Conflict Resolution and Transformation) - Physical training: Yoga, March Fast, Shramadhan, Trekking - Spinning - Skills for First Aid and disaster management.

Unit 5 Shanti Sena Training in GRI & Other Places: Dr.G.Ramachandran's contribution -Evolution of Shanti Sena in GRI - Contributions of Dr.N.Radhakrishnan - Recent developments and experiments in GRI - Shanti Sena Vidyalaya (Vedchi, Gujarat) - G.Ramachandran Institute of Nonviolence, Thiruvananthapuram, and Non-killing Global Academy (Honolulu).

REFERENCES:

- › Arunachalam K., (1985), *Gandhi - The Peace Maker*, Gandhi Smarak Nidhi, Madurai.
- › Dennis August Almeida (2007), *The Training of Youth In Nonviolence as a way to Peace*, Gandhi Media Centre, Delhi and Thiruvananthapuram.
- › Narayan Desai, (1972), *Towards Non-Violent Revolution*, Sarva Seva Sangh Prakashan, Varanasi.
- ›, (1963), *A Hand Book for Shanti Sainiks*, Sarva Seva Sangh Prakashan, Varanasi.
- ›, (1962), *Shanti Sena in India*, Sarva Seva Sangh Prakashan, Varanasi.
- › Radhakrishnan.N. Dr., (1989), *Gandhi and Youth: The Shanti Sena of GRI*, Gandhigram Rural Institute, Gandhigram.
- ›, (1997), *Gandhian Nonviolence: A Trainer's Manual*, Gandhi Smiriti and Darshan Samiti, New Delhi.
- › Ravichandran .T., (1999), *Communalism in Tamil Nadu (1979- 1991) and the Way Out*, Gandhi Media Centre, Madurai.
- › Ramjee Singh, (2003), *Shanti Sena: A Guide*, Sarva Seva Sangh Prakashan, Varanasi.
- › Suresh Ram, Vinoba and His Mission, Sarva Seva Sangh Prakashan, Varanasi.
- › Thomas Weber (1996), *Gandhi's Peace Army: The Shanti Sena and Unarmed Peace keeping*.
- › Vinoba Bhave (1961), *Shanti Sena*, Akhil Bharat Sarva Seva Sangh Prakashan, Varanasi.
- › William Baskaran, M., (1998), *Shanti Sena: A Gandhian Vision*, Gandhi Media Centre, Madurai.

Weblinks:

- › <https://nvdatabase.swarthmore.edu/>
- › <https://www.daisakuikeda.org/>
- › <https://www.cesciindia.in/>
- › <https://www.ektaparishadindia.com/>
- › www.mkgandhi.org

VILLAGE PLACEMENT PROGRAMME

Code: 24EXUE1102

Credit:2

Introduction: Extension is an integral component of the academic programme of the Institute. It is envisioned in the ideals and enshrined in the objectives of the Institute. It remains the nucleus of teaching and research. An important component of extension is the 'Village Placement Programme'. The students and staff, under this programme, stay in a village for a period of seven days and carry out various activities along with the people. The experience gained during this period would serve as a springboard for designing various activities to be carried out over a period of time. Hence, the staff and students should sit together and plan the programme in a systematic manner.

The course is known as "Village Placement Programme". It carries TWO credits. It is a field-based course conducted in a village for a period of 7 days at the beginning of the Third semester for all the programmes. Each student, at the end of the course will be evaluated for 100 marks.

Main Objectives: It is for Experiential Learning from the Field by the Students along with Faculties by staying and interacting with the village community.

Specific Objectives:

- to offer an opportunity to the students to understand the different facets of the rural community;
- to enable the students to comprehend and relate classroom learning to field realities;
- to facilitate the students to identify rural issues and problems;
- to share development information with the people
- to inculcate socially relevant values and responsibilities among the students, and
- to facilitate the initiation and sustenance of socially relevant programmes/projects that benefit the rural community

Learning Outcome

The learning outcomes of the course are listed below.

- General awareness on the rural realities, issues and problems
- Comprehensive knowledge, skill and attitude to work in rural areas
- Improved knowledge on rural social structure
- Improved observation and analytical skills
- Improved interaction skills
- Improved reporting skill
- Enhanced team spirit
- Personality Development
- Enhanced values and social responsibilities

SEMESTER – IV

Course Code & Title	24RMUC2210: Entrepreneurship and Start-up Ecosystem	
Programme	B.B.A.	Semester- IV
	Credit: 2	Hours: 2 per week
Cognitive Level	K-1	• Understanding the fundamentals of entrepreneurship, types of entrepreneurs, and start-up ecosystems.
	K-2	• Applying entrepreneurial skills, to identify business opportunities, and to develop business plans.
	K-3	• Evaluating different funding options like venture capital, angel investors, and crowd funding.
Course Objectives	• To understand Entrepreneurship and its types stabilizing operations, build a team from scratch and calling the business	
	• To understand that not all ideas can be turned into viable business models and business potential of an idea	
	• To understand different type of finances available and financing methods	
	• To draft business plans on an identified idea	
	• To understand the nuances of operating a start-up – low budget marketing,	
	• To know what is a Family Business and how is it different from Entrepreneurship	
Units	Contents	No. of Hours
I	Introduction to Entrepreneurship & Family Business: Definition and Concept of entrepreneurship - Entrepreneur Characteristics- Classification of Entrepreneurs-Role of Entrepreneurship in Economic Development –Start-ups-Knowing the characteristics of Family business - Discussion on few Indian cases of Family Business like Murugappa, Dabur, Wadia, Godrej, Kirloskar etc.	6
II	Evaluating Business Opportunity: Sources of business ideas and opportunity recognition- estimating the market potential of a business idea- Feasibility analysis of the idea- Industry, competition and environment analysis	6
III	Building Blocks of Starting Ventures: Low-cost Marketing using digital technologies- Team building from scratch- Venture Funding-Establishing the value-chain and managing operations-Legal aspects like Intellectual Property Rights and compliances	6
IV	Start-up Ecosystem: Components of the start-up ecosystem-start-up funding and Investment strategies- Incubators, Accelerators, Venture Capital Funds, Angel Investors. Govt. schemes for Start-up India, Digital India. Sources of Venture Funding available in India-Source of Technology-sustainability-Intellectual Property management	6
V	Legal Framework and Emerging Trends in Start-up Ecosystems: Legal and regulatory framework- business structures,	6

	<p>start-up registration processes, taxation. Challenges and success factor-innovation, mentorship, networking; deep-tech ventures, sustainable and green start-ups, social entrepreneurship, women entrepreneurs. Invited lectures by start-ups – visit to family business enterprises.</p>	
References	<p>Suggested Books (Latest Edition):</p> <ol style="list-style-type: none"> Roy, R. (2011), <i>Entrepreneurship</i>, Oxford University Press, New Delhi. Barringer, B. R., & Ireland, R. D. (2015) <i>Entrepreneurship: Successfully Launching New Ventures (5th ed.)</i>, Pearson Education, Noida. Gupta, C. B., & Srinivasan, N. P. (2017), <i>Entrepreneurship Development in India</i>, Sultan Chand & Sons, New Delhi. Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2017), <i>Entrepreneurship (10th ed.)</i>, McGraw-Hill Education. Agarwal, R. (2022), <i>Family Business Management</i>, SAGE Publications, New Delhi, India. <p>Reference:</p> <ol style="list-style-type: none"> Startup India Learning Program by Start Up India available at www.startupindia.gov.in Government initiative promoting digital entrepreneurship and innovation www.digitalindia.gov.in Tiwari, A. (2020), <i>Mapping the Startup Ecosystem in India</i>. Economic and Political Weekly, 55(11). Cohen, S., & Hochberg, Y. V. (2014), <i>Accelerating startups: The seed accelerator phenomenon</i>. https://ssrn.com/abstract=2418000 Ramachandran, K. (2005), <i>Indian Family Businesses: Their Survival Beyond Three Generations</i>. ISB Working Paper Series. Hyderabad: Indian School of Business. 	
COURSE OUTCOME		
CO1	<ul style="list-style-type: none"> Understand basic building blocks of creating a venture 	
CO2	<ul style="list-style-type: none"> Be able to identify a business opportunity and translate it into a viable business Model 	
CO3	<ul style="list-style-type: none"> Identify the elements of the Indian entrepreneurship ecosystem and take relevant benefits from the constituents 	
CO4	<ul style="list-style-type: none"> Know the legacy of family businesses and key differentiations from Entrepreneurship 	
CO5	<ul style="list-style-type: none"> Develop innovative and strategic solutions for building and scaling a successful start-up. 	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	3	1	3	3	2	1	2
CO2	2	2	3	2	3	3	3	2	2
CO3	2	2	3	2	3	3	3	2	2
CO4	2	2	2	2	2	2	2	2	2
CO5	2	2	3	2	3	3	3	2	3
Avg	2	1.8	2.8	1.8	2.8	2.8	2.6	1.8	2.2

Course Code & Title	24RMUC2211: Operations Management	
Programme	B.B.A.	Semester- IV
	Credit: 4	Hours: 4/per week
Cognitive Level	K-1	• Understanding the fundamental principles, scope, and functions of Operations Management.
	K-2	• Applying forecasting techniques, capacity planning, and production scheduling in business operations.
	K-3	• Evaluating operations strategies for competitive advantage in global markets.
Course Objective	• Understand the Fundamentals of Operations Management – Learn the key concepts, functions, and importance of operations in business.	
	• Analyze Production and Process Design – Explore different types of production systems, process strategies, and workflow optimization.	
	• Improve Efficiency and Productivity – Apply lean management, Six Sigma, and continuous improvement techniques.	
	• Master Supply Chain and Logistics Management – Understand procurement, inventory control, and distribution strategies.	
	• Enhance Quality Management – Study Total Quality Management (TQM), ISO standards, and quality control techniques.	
Units	Contents	No. of Hours
I	Introduction to Operations Management Operations management is the backbone of any organization, involving the planning, organizing, and supervision of processes. This unit covers the significance of operations management in achieving organizational success by enhancing efficiency, ensuring quality, and delivering customer satisfaction. Students will explore different production systems, the alignment of operations with business strategies, and the key functions of operations management, including planning, organizing, staffing, leading, and controlling.	10
II	Process Design and Analysis This unit delves into the strategic decisions involved in selecting and designing processes and layouts. Students will learn to analyze processes using tools like flowcharts and process maps and explore various techniques for continuous improvement. The unit also covers capacity planning, providing strategies to balance capacity and demand effectively. Emphasis is placed on understanding process choices, layout decisions, and the importance of space utilization, flexibility, cost, safety, and comfort.	10
III	Quality Management Quality management is crucial for delivering products and services that meet customer expectations and adhere to industry standards.	10

	This unit explores essential quality concepts, the principles of Total Quality Management (TQM), and the implementation of Six Sigma and Lean Manufacturing. Students will learn various tools and techniques to enhance quality, reduce defects, and improve operational efficiency, leading to higher customer satisfaction and competitive advantage.	
IV	Emerging Trends in Operations Management The field of operations management is continuously evolving with new trends and technologies. This unit focuses on sustainable operations, the impact of technology, and the complexities of global operations. Students will understand the importance of integrating sustainable practices, leveraging advanced technologies like AI and IoT, and managing operations in a global context. These insights will prepare students to adapt to the dynamic business environment and drive operational excellence.	20
V	Case studies: Students will carry out case studies on the above 4 units' topics.	10
References	Textbooks (latest Edition): 4. Operations Management by William J. Stevenson 5. Operations Management: Processes and Supply Chains by Lee J. Krajewski, Manoj K. Malhotra, and Larry P. Ritzman 6. The Goal: A Process of Ongoing Improvement by Eliyahu M. Goldratt and Jeff Cox 4. Introduction to Operations and Supply Chain Management by Cecil C. Bozarth and Robert B. Hadfield	
COURSE OUTCOME		
CO1	<ul style="list-style-type: none"> Understand the core principles of operations management and their significance in enhancing efficiency, quality, and customer satisfaction. 	
CO2	<ul style="list-style-type: none"> Analyze different production systems and develop strategies aligned with business objectives. 	
CO3	<ul style="list-style-type: none"> Optimize operational processes through effective process design, layout decisions, and capacity planning. 	
CO4	<ul style="list-style-type: none"> Implement quality management principles to enhance product/service quality and reduce defects. 	
CO5	<ul style="list-style-type: none"> Evaluate emerging trends in operations management, such as sustainable operations and technological advancements. 	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	2	3	3	2	2	2
CO2	2	2	3	1	3	3	3	1	2
CO3	2	2	3	1	3	3	3	1	2
CO4	2	2	2	2	2	2	2	2	2
CO5	2	2	2	2	3	2	2	2	2
Avg	2	1.8	2.4	1.6	2.8	2.6	2.4	1.6	2

Course Code & Title	24RMUC2212: Financial Management	
Programme	B.B.A.	Semester- IV
	Credit: 4	Hours: 4/per week
Cognitive Level	K-1	• Understanding the fundamentals of financial management, objectives, and functions.
	K-2	• Applying capital budgeting techniques (NPV, IRR, Payback Period) for investment decisions.
	K-3	• Evaluating financial performance, investment opportunities, and funding decisions.
Course Objective	• To apply the knowledge in taking finance decisions	
	• To develop analytical skills to identify financial management problems and solve them.	
	• To analyse the relationship among capital structure, cost of capital, dividend decisions, and value of the business.	
	• To assess a firm's requirement for long-term assets by applying capital budgeting techniques.	
Units	Contents	No. of Hours
I	Introduction to Financial Management Meaning of finance and financial management, Types of finance, Objective and Scope of financial management – profit maximisation and wealth maximisation - merits and criticisms - Functional areas of financial management, Functions of a finance manager, Sources of Finance – short term and long term sources. Startup finance - Bootstrapping, Series Funding.	10
II	Capital Structure & Capitalisation Meaning of capitalisation – Theories of capitalisation – causes, effects, and remedies, Watered stock, Overtrading and under trading. Meaning of capital structure and financial structure, Effect of capital structure on EPS, EBIT-EPS Analysis, Point of indifference- Practical Problems	10
III	Cost of Capital, Leverage and Managing Working Capital Meaning of cost of capital, significance of cost of capital, components of cost of capital – Computation of Cost of capital and Weighted Average Cost of Capital, CAPM-Practical Problems. Meaning of Leverage, Types of Leverages – practical problems. Meaning of working capital, types of working capital, working capital cycle, - Practice problems. .	10
IV	Capital Budgeting and Dividend Policy Meaning of Capital Budgeting, Importance, Time value of money, Capital budgeting process, project appraisal by using traditional methods and modern methods, Practical problems on Payback Period, Net Present Value, Profitability Index, IRR and MIRR methods, Dividend policy - Meaning, Theories of dividend decisions, and SEBI Guidelines on Dividend Distribution	20
V	Working Capital Management and Dividend Decisions -Concept and Importance of Working Capital-Components of Working Capital - Working Capital Financing - Techniques of Working Capital Management - Dividend Policy and Decisions -Theories of Dividend Decisions -Profit Retention vs. Distribution	10

References	Textbooks (Latest Editions): 1. Khan, M, Y, & Jain, P, K . Financial Management. Tata Mc Graw Hill. 2. Chandra, P. Financial Management. New Delhi, India. Tata McGraw Hill Book Co. 3. Pandey,I.M. Financial Management. New Delhi, India. Vikas Publishing House. 4. Kumar, A. Financial Management, Khanna Publishing House. 5. Gupta, S, K., Sharma, R.K. & Gupta, N . Financial Management. Kalyani Publishers. 6. Khan, M, Y, & Jain, P, K . Financial Management. Tata Mc Graw Hill. 7. Brigham and Houston. Fundamentals of Financial Management, Cengage Learning.
COURSE OUTCOME	
CO1	<ul style="list-style-type: none"> Summarize the motives behind financial decision making
CO2	<ul style="list-style-type: none"> Interpret the relevant theories and concepts of various practices of financial management and ethics in Finance.
CO3	<ul style="list-style-type: none"> Analyze the relationship among capital structure, cost of capital, dividend decisions, and value of the business.
CO4	<ul style="list-style-type: none"> Evaluate projects for profitability
CO5	<ul style="list-style-type: none"> Develop financial strategies for corporate growth, sustainability, and value creation.

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	2	2	2	1	2	2
CO2	2	1	2	3	2	2	1	3	2
CO3	2	1	3	2	2	3	2	2	2
CO4	2	1	3	2	3	3	2	2	2
CO5	2	1	3	2	3	3	2	2	2
Avg	2	1	2.6	2.2	2.4	2.6	1.6	2.2	2

Course Code & Title	24RMUC2213: Business Research Methodology	
Programme	B.B.A.	Semester- IV
	Credit:4	Hours: 4 per week
Cognitive Level	K1	<ul style="list-style-type: none"> Understanding the fundamentals of research, its purpose, and scope in business decision-making.
	K2	<ul style="list-style-type: none"> Applying research methodologies to solve business problems and improve decision-making.
	K3	<ul style="list-style-type: none"> Evaluating the validity and reliability of research findings for strategic decision-making.
Course Objectives	<ul style="list-style-type: none"> To grasp the fundamentals of research methodology and apply them in various research or project works. 	
	<ul style="list-style-type: none"> To identify and utilize appropriate research methods aligned with research objectives. 	
	<ul style="list-style-type: none"> To master the techniques of data collection, editing, and analysis to prepare for advanced studies and professional requirements. 	
	<ul style="list-style-type: none"> To learn the intricacies of interpreting data and writing comprehensive research reports. 	
Units		No. of Hours
I	Introduction to Research This unit explores the definition, history, evolution, and types of scientific inquiry and research. It addresses the ethical considerations in research, the process of research, and the characteristics and components of good research work.	10
II	Formulating the Research Problem Students will learn how to identify and formulate research problems, conduct literature reviews, and develop research questions and objectives. This unit also covers the process of creating effective research designs.	12
III	Measurement and Data Collection This unit focuses on measurement and scaling, discussing different types of data, sources of measurement error, and scale construction techniques. It also covers various data collection methods, including questionnaires, interviews, and observations	14
IV	Data Analysis and Interpretation Topics include sampling methods, data preparation (editing and coding), and hypothesis testing using parametric and non-parametric tests. This unit also discusses the tools and techniques for data visualization like charts, tables, and box plots.	12
V	Data Analysis, Interpretation, and Report Writing -Data Processing (Editing, Coding, Classification, and Tabulation-Statistical Tools for Data Analysis (Descriptive and Inferential Statistics)-Hypothesis Testing (T-Test, Chi-Square Test, ANOVA, Regression Analysis)-Interpretation of Research Findings.	12
References	Textbooks and (Latest Edition): 1. Malhotra, N. K., Nunan, D., & Birks, D. F., Marketing research. Pearson UK. 2. Research Methodology by Ranjit Kumar.	

	3. Research Methods for Business by Uma Sekaran. 4. Methodology of Research by C.R. Kothari.	
Course Outcomes		
CO1	<ul style="list-style-type: none"> Prepare a detailed research plan covering all essential aspects of a research project. 	
CO2	<ul style="list-style-type: none"> Construct and administer effective research instruments like questionnaires. 	
CO3	<ul style="list-style-type: none"> Execute data collection strategically to gather relevant information. 	
CO4	<ul style="list-style-type: none"> Apply advanced statistical techniques for data interpretation. 	
CO5	<ul style="list-style-type: none"> Draft comprehensive research reports tailored to specific audience needs. 	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	3	2	2	3	2	2	2
CO2	3	1	2	1	2	2	1	2	3
CO3	2	1	3	2	2	3	2	2	2
CO4	2	1	3	2	3	3	2	2	2
CO5	3	1	2	2	2	2	2	2	3
Avg	2.4	1	2.6	1.8	2.2	2.6	1.8	2	2.4

Course Code & Title	24RMUV2205: Business Environment and Public Policy	
Programme	B.B.A.	Semester- IV
	Credit:2	Hours: 2 per week
Cognitive Level	K1	<ul style="list-style-type: none"> Understanding the nature, components, and significance of the business environment.
	K2	<ul style="list-style-type: none"> Applying macro and microeconomic concepts to analyze the business environment.
	K3	<ul style="list-style-type: none"> Evaluating the effectiveness of public policies in shaping business environments.
Course Objectives	<ul style="list-style-type: none"> The objective of this course is to give an orientation to the students with various aspects Economic, social, political and cultural environment of India. This will help them in Gaining a deeper understanding of the environmental factors influencing Indian business Organizations. Additionally, delving into public policies will give students a grasp of the Regulatory framework and government initiatives shaping the business landscape in India. 	
Units	CONTENT	
I	Theoretical Framework of Business Environment: Concept, Significance and Nature of Business Environment. Micro and Macro Dimensions of Business Environment, Changing Dimensions of Business Environment. Problems and Challenges of Indian Business Environment.	
II	Global Framework: EPRG Framework, Liberalization, Privatization & Globalization concept & its impact on Indian Economy. Significance of FDI & FII, IMF & WTO, Regional Economic Integrations in the development of the Nations	
III	Public Policies: Background, Meaning and Importance of Public Policy. Significance of Industrial Policy, Fiscal Policy, Monetary Policy, Foreign Trade Policy, FERA & FEMA. Structural Adjustment Programs and Banking Sector Reforms in India.	
IV	Problems and Challenges of Growth of Economy: Unemployment, Poverty, Regional Imbalance. Social Injustice, Inflation, Parallel economy, Lack of technical knowledge and information. Remedies to solve these problems, Challenges & Opportunities of Indian Business Environment.	
V	Emerging Trends in Business: Concepts, Advantages and Limitations- Franchising, Aggregators, Business Process Outsourcing (BPO) & Knowledge Process Outsourcing (KPO); E-Commerce, Digital Economy. Technological Growth and MNC's.	
References	Suggested Books / References: <ol style="list-style-type: none"> 7. K. Aswathappa: Essentials of Business Environment, Himalaya Publishing House. 8. Francis Cherunilam: Business Environment, Himalaya Publishing House. 9. A. C. Fernando: Business Environment, Pearson. 	

	10. Dr. S Sankaran: Business Environment, Margham Publications. 11. Dr V Murali Krishna: Business Environment, Spectrum Publications. 12. Namitha Gopal: Business Environment, McGraw Hill.	
Course Outcomes		
CO1	<ul style="list-style-type: none"> Understand relationship between environment and business, different concepts & its implementation 	
CO2	<ul style="list-style-type: none"> Integration of business environment principles and strategies into domestic and international business. 	
CO3	<ul style="list-style-type: none"> In-depth knowledge of public policies and reforms since independence 	
CO4	<ul style="list-style-type: none"> Apply the knowledge to analyse the current situations and take prudent decisions. 	
CO5	<ul style="list-style-type: none"> Develop strategic business solutions by integrating economic, political, and social considerations. 	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	2	2	2	1	2	2
CO2	2	1	2	2	2	2	1	2	2
CO3	2	1	2	3	2	2	1	3	2
CO4	2	1	3	2	3	3	2	2	2
CO5	2	1	3	2	3	3	2	3	2
Avg	2	1	2.4	2.2	2.4	2.4	1.4	2.4	2

Course Code & Title	24RMUV2206: International Business	
Programme	B.B.A.	Semester-IV
	Credit: 2	Hours: 2 per week
Cognitive Level	K-1	Explain the theories of international trade and stages of internationalization.
	K-2	Analyze case studies on FDI trends and multinational corporations.
	K-3	Critically assess the implications of emerging global business trends, such as digitalization, Brexit, and restoring.
Course Objectives	<ul style="list-style-type: none"> Understand the fundamental concepts of international business, stages of internationalization, and key trade theories. 	
	<ul style="list-style-type: none"> Analyze the role of Foreign Direct Investment (FDI) in the global economy, including its benefits, costs, and trends. 	
	<ul style="list-style-type: none"> Evaluate economic indicators, regional economic integration, and their impact on international business decision-making. 	
	<ul style="list-style-type: none"> Examine emerging trends such as digital platforms, ethical considerations, and corporate social responsibility in international business. 	
	<ul style="list-style-type: none"> Assess the implications of global economic events, including Brexit, restoring trends, and the impact of pandemics on international business. 	
Units	Contents	No. of Hours
I	Introduction to International Business Introduction to International Business Stages of Internationalization – EPRG Framework- International Trade Theories: Theories of International Trade Mercantilists, Absolute Cost and Comparative Advantage, Factor Proportions, Neo-factor Proportions Theories, Country Similarity Theory, Intra-industry Trade, Tariff and Non-Tariff Barriers in Global Businesses	6
II	Introduction of Foreign Direct Investment Introduction Foreign Direct Investment in the World Economy, Trends in FDI Theories of Foreign Direct Investment, Greenfield and Brownfield FDI, Benefits and Costs of FDI.	6
III	Economic Integration Economic indicators and their impact on international business decisions, Regional Economic Integration and Trade Blocs, Basic Principles of Multilateral Trade Negotiations, Instruments of Trade Regulation, FDA, custom union, common market economic union, Emerging Markets and Developing Economies.	6
IV	Emerging Trends in International Business International Entrepreneurship and Born Global Firms, Ethical Considerations – CSR Frameworks and Approaches and ethical considerations, ESG investing and reporting standards, corporate responses to climate change and social justice issues	6
V	Implications of Brexit on international business laws, the rise of digital platforms, and ecommerce.	6
References	Suggested Books: 1. Hill, C. W. L. (2022). <i>International business: Competing in the global marketplace</i> (14th ed.). McGraw-Hill Education.	

	<ol style="list-style-type: none"> 2. Sharan, V. (2011). <i>International business: Concept, environment, and strategy</i> (3rd ed.). Pearson Education. 3. Wild, J. J., & Wild, K. L. (2021). <i>International business: The challenges of globalization</i> (10th ed.). Pearson Education. 4. Rakesh, M. J. (Year). <i>International business</i>. Oxford University Press. <i>(Please confirm the year of publication)</i> 5. Aswathappa, A. (2010). <i>International business</i> (2nd ed.). Tata McGraw-Hill Education. <p>Reference Books:</p> <ol style="list-style-type: none"> 1. Cuervo-Cazurra, A. (2006). Who cares about corruption? <i>Journal of International Business Studies</i>, 37(6), 807-822. https://doi.org/10.1057/palgrave.jibs.8400223 2. Hofstede, G. (2006). What did GLOBE really measure? Researchers' minds versus respondents' minds. <i>Journal of International Business Studies</i>, 37(6), 882-896. https://doi.org/10.1057/palgrave.jibs.8400233 3. Sharma, P., Leung, T. Y., Kingshott, R. P., Davcik, N. S., & Cardinali, S. (2020). Managing uncertainty during a global pandemic: An international business perspective. <i>Journal of Business Research</i>, 116, 188-192. https://doi.org/10.1016/j.jbusres.2020.05.026 4. Bahoo, S., Alon, I., & Paltrinieri, A. (2020). Corruption in international business: A review and research agenda. <i>International Business Review</i>, 29(4), 101660. https://doi.org/10.1016/j.ibusrev.2019.101660 5. Shams, R., Vrontis, D., Belyaeva, Z., Ferraris, A., & Czinkota, M. R. (2021). Strategic agility in international business: A conceptual framework for "agile" multinationals. <i>Journal of International Management</i>, 27(1), 100737. https://doi.org/10.1016/j.intman.2020.100737 	
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Course Outcomes	
CO1	<ul style="list-style-type: none"> • Explain the key theories and frameworks governing international trade and business expansion strategies.
CO2	<ul style="list-style-type: none"> • Analyze Foreign Direct Investment (FDI) trends and assess their implications for multinational corporations and host countries.
CO3	<ul style="list-style-type: none"> • Apply knowledge of economic integration and trade regulations to evaluate trade blocs and emerging markets.
CO4	<ul style="list-style-type: none"> • Assess the impact of ethical, social, and environmental factors on international business operations and decision-making.
CO5	<ul style="list-style-type: none"> • Critically examine contemporary global business trends, such as digitalization, near shoring, and policy changes, and their influence on international trade.

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	2	2	3	2	2	2
CO2	2	1	3	2	3	3	2	2	2
CO3	2	1	2	2	3	3	2	2	2
CO4	2	1	2	3	2	2	1	3	2
CO5	2	1	3	2	3	3	2	2	2
Avg	2	1	2.4	2.2	2.6	2.8	1.8	2.2	2

Course Code & Title	24RMUS2203: Enterprise Systems and Platforms	
Programme	B.B.A.	Semester-IV
	Credit:2	Hours:2/per week
Cognitive Level	K-1	<ul style="list-style-type: none"> Explain the definition, evolution, and key drivers of ERP implementation.
	K-2	<ul style="list-style-type: none"> Demonstrate the ability to plan and prepare for ERP deployment by selecting an appropriate implementation strategy.
	K-3	<ul style="list-style-type: none"> Compare and critically evaluate various ERP vendors to determine the best solution for a given business scenario.
Course Objectives	<ul style="list-style-type: none"> Understand the fundamentals of Enterprise Resource Planning (ERP) 	
	<ul style="list-style-type: none"> Analyze ERP system design and architecture 	
	<ul style="list-style-type: none"> Develop skills in ERP implementation and management: 	
	<ul style="list-style-type: none"> Explore advanced ERP features and future trends 	
	<ul style="list-style-type: none"> Foster critical thinking and problem-solving skills in ERP contexts 	
Units	Contents	No. of Hours
I	Introduction to Enterprise Resource Systems: Overview of Enterprise Resource Planning (ERP), Definition and Evolution of ERP, Key Drivers for ERP Implementation, ERP Components and Architecture, Core Modules (Finance, HR, Supply Chain, etc.), Common Challenges and Solutions	6
II	ERP System Design and Architecture: ERP System Design, System Development Life Cycle (SDLC) for ERPs, Customization vs. Standardization, ERP Architecture, Three-Tier Architecture, Integration of ERP with Other Systems, ERP Vendors and Solutions, Overview of Major ERP Vendors (SAP, Oracle, Microsoft, etc.), Comparison of ERP Solutions	6
III	ERP Implementation and Management: Implementation Strategies, Planning and Preparation, Data Migration and Integration, Project Management for ERP Implementation, Project Planning and Execution, Risk Management and Mitigation, Post-Implementation Activities, Training and Support, Continuous Improvement and Maintenance	6
IV	Advanced in ERP: Advanced ERP Features, Business Intelligence and Analytics, Cloud-Based ERP Solutions, Emerging Trends in ERP, Internet of Things (IoT) and ERP Integrations	6
V	Future Trends in ERP: Artificial Intelligence and Machine Learning in ERPs, Impact of ERP on Business Strategy, Strategic Decision Making with ERP, ERP and Digital Transformation	6
References	Suggested Books: <ol style="list-style-type: none"> Leon, A. (2008). <i>Enterprise resource planning</i>. Tata McGraw-Hill Education. Bradford, M. (2020). <i>Modern ERP: Select, implement, and use today's advanced business systems</i> (4th ed.). Lulu.com. Leon, A. (2007). <i>ERP demystified</i> (2nd ed.). Tata McGraw-Hill Education. O'Leary, D. E. (2000). <i>Enterprise resource planning systems:</i> 	

	<p><i>Systems, life cycle, electronic commerce, and risk</i>. Cambridge University Press.</p> <p>5. Monk, E., & Wagner, B. (2021). <i>Fundamentals of enterprise resource planning</i> (2nd ed.). Cengage Learning.</p> <p>Reference Books:</p> <ol style="list-style-type: none"> 1. Rashid, M. A., Patrick, J. D., & Hossain, L. (2002). <i>The evolution of enterprise resource planning (ERP) systems: A historical perspective</i>. IGI Global. 2. Sumner, M. (2005). <i>Enterprise resource planning</i>. Pearson Education. 3. Nah, F. F. H. (Ed.). (2002). <i>Enterprise resource planning solutions and management: A case study approach</i>. IGI Global. 4. Jacobs, F. R., & Weston, F. C. (2007). <i>Enterprise resource planning (ERP)—A brief history</i>. <i>Journal of Operations Management</i>, 25(2), 357–363. <p>Klaus, H., Rosemann, M., & Gable, G. G. (2000). <i>What is ERP?</i>. <i>Information Systems Frontiers</i>, 2(2), 141–162</p>	
Course Outcomes		
CO1	• Understand the definition, evolution, and key drivers for ERP implementation.	
CO2	• Compare and contrast major ERP vendors (SAP, Oracle, Microsoft, etc.) And their solutions.	
CO3	• Adept at various implementation strategies, planning, and preparation for ERP deployment.	
CO4	• Assess the impact of ERP on business strategy and strategic decision-making.	
CO5	• Identify and propose solutions to common challenges in ERP implementation and management.	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	2	2	2	2	2	2
CO2	2	1	2	1	2	2	1	2	2
CO3	2	1	3	2	3	3	3	2	2
CO4	2	1	3	2	3	3	3	2	2
CO5	2	1	3	2	2	3	3	2	2
Avg	2	1	2.6	1.8	2.4	2.6	2.4	2	2

Course Code & Title	24RMUS2204: Design Thinking and Innovation		
Programme	B.B.A.	Semester- IV	
	Credit:2	Hours: 2 per week	
Cognitive Level	K1	<ul style="list-style-type: none"> • Understanding the fundamentals of design thinking, innovation, and problem-solving approaches. 	
	K2	<ul style="list-style-type: none"> • Applying design thinking frameworks to real-world business challenges and user-centric innovations. 	
	K3	<ul style="list-style-type: none"> • Evaluating the effectiveness of design thinking methodologies in product development and business strategy. 	
Course Objectives	<ul style="list-style-type: none"> • Introduce students to design-based thinking approach to solve problems 		
	<ul style="list-style-type: none"> • Observe and assimilate unstructured information to well framed solvable problems 		
	<ul style="list-style-type: none"> • Introduce student to templates of ideation 		
	<ul style="list-style-type: none"> • Understand the importance of prototyping in the innovation journey 		
	<ul style="list-style-type: none"> • Implementing innovation projects 		
Units	Contents		No. of Hours
I	Basics of Design Thinking Definition and importance of innovation. Types of innovation: product, process, and business model innovation. Introduction to creativity – characteristics of creative individuals. Barriers to creativity and innovation. Role of innovation in entrepreneurship and competitive advantage. Case studies on successful innovations in Indian and global contexts.		6
II	Learning to Empathize and Define the Problem Role of empathy in the innovation process. Developing empathy through design tools and observation techniques. Importance of recognizing individual differences and uniqueness. Group discussions and activities to foster empathy, acceptance, and appreciation		6
III	Ideate, Prototype, and Implement Templates of ideation - brainstorming, systems thinking. Concept of brainstorming – how to reach consensus on wicked problems. Mapping customer experience for ideation. Methods of prototyping and the purpose of rapid prototyping. Implementation		6
IV	Feedback, Re-Design & Re-Create Feedback loop, focus on User Experience, address ergonomic challenges, user-focused design, Final concept testing, Final Presentation – Solving Problems through innovative design concepts & creative solutions		6
V	Prototyping, Testing, and Implementation. Prototyping Methods and Techniques - Testing and User Feedback (Iterative Testing, Usability Testing) - Minimum Viable Product (MVP) Development - Scaling and Implementing Innovative Solutions - Challenges in Implementing Innovation - Case Studies and Real-World Applications of Design Thinking		6
References	Suggested Books (Latest Edition): <ol style="list-style-type: none"> 1. E Balaguruswamy, Developing Thinking Skills (The way to Success) 2. Khanna Book Publishing Company 3. Tim Brown, “Change by Design: How Design Thinking Transforms 		

	Organizations and Inspires Innovation”, Harvard Business Review 4. steps to Innovation by R T Krishnan & V Dabholkar, Collins Publishing	
Course Outcomes		
CO1	<ul style="list-style-type: none"> Propose real-time innovative product designs and choose appropriate frameworks, strategies, techniques during prototype development. 	
CO2	<ul style="list-style-type: none"> Know wicked problems and how to frame them in a consensus manner that is agreeable to all stakeholders using appropriate frameworks, strategies, techniques during prototype development. 	
CO3	<ul style="list-style-type: none"> Analyze emotional experience and inspect emotional expressions to better understand users while designing innovative products 	
CO4	<ul style="list-style-type: none"> Evaluate the impact of prototyping, experimentation, and iteration in the innovation process. 	
CO5	<ul style="list-style-type: none"> Develop strategic and scalable innovation solutions for business growth and sustainability. 	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	3	2	3	3	3	2	2
CO2	2	2	3	2	3	3	3	2	2
CO3	2	1	3	2	2	2	2	2	2
CO4	2	1	3	2	3	3	2	2	2
CO5	2	2	3	2	3	3	3	2	2
Avg	2	1.4	3	2	2.8	2.8	2.6	2	2

Course Code & Title	24EXUE2201: Community Engagement		
Programme	B.B.A.	Semester- IV	
	Credit:2	Hours: 2 per week	
Cognitive Level	K1	Involves basic awareness and recall of community engagement concepts.	
	K2	Requires comprehension of problem-solving frameworks relevant to communities.	
	K3	Requires applying communication and teamwork principles in real-world contexts.	
Course Objectives	<ul style="list-style-type: none"> • Get familiarize with various aspects of Community Engagement Process • Provide knowledge in designing to address the problems of the community • Provide opportunities through field visits and understand the functioning of various development institutions • Improve the collaboration among the stakeholders in the Community Engagement • Get familiarize with various aspects of Community Engagement Process • Provide knowledge in designing to address the problems of the community 		
	Units		No. of Hours
	I	Community Engagement in Rural Environment: Community Engagement – Concept, Definition, Ethics and Spectrum. Need and Process in Community Engagement – Key Principles – Forms of Community Engagement - Methods of Community Engagement - Theories in Community Engagement. Rural society- Rural lifestyle, caste and gender relations, Values in Rural community, Common Property Resources - Rural infrastructure - Elaboration of “soul of India lies in villages’ (Gandhi)	6
	II	Understanding of Community Engagement for Sustainable Livelihood: Scientific Methods for assessment and understanding community needs – Participatory Research – Principles for Community-Based Participatory Research – Methods and tools. Sectoral Issues and Needs - Agriculture, Farming, Land Ownership, Water Management, Animal Husbandry, Non-Farm Livelihoods and Artisans, Rural Entrepreneurs, Rural Markets, Migrant Labour, Health, Social Security and Infrastructure Facilities- Community Engagement and SDGs / Localization of SDGs	6
	III	Rural Development Institutions and Governance system: Institutional Framework for Community Engagement and Outreach - Traditional Rural Community Organizations, Self-Help Groups, Panchayati Raj Institutions, Civil Society Organization - Voluntary Organizations - Non-Government Organizations - Higher Education Institutions and Community Engagement - NSS - UBA	6
IV	National Development Programmes and Community Engagement: History of Rural Development Programmes in India, Current national level programmes: Sarva Shiksha Abhiyan, Beti Bachao Beti Padhao, Ayushman Bharat, Swatchh Bharat, PM Awaas Yojana, Skill India, Gram Panchayat Decentralized Planning , National Rural Livelihood Mission, MNREGA, SHRAM, Jal Jeevan Mission, SFURTI, Atma Nirbhar Bharat, and Revamped Rashtriya Gram Swaraj Abhiyan	6	

V	Planning, Intervention and Implementation of Programmes: Stakeholders Conversation - Action Planning for intervention - Implementation of Action Plan – Review and Evaluation - Village Placement Programme - Modern ICT enabled sources for Programme planning, intervention and Implementation - Documentation and Report preparation – Application of Multimedia.	6
References	<ol style="list-style-type: none"> 1. Alliance Among Rural Organizations for Development: Experience In Rural India, LAMBERT Academic Publishing, December 2018, co-authored with S. Vellimalayan 2. Fostering Social Responsibility & Community Engagement in Higher Educational Institutions in India 2.0, National Curriculum Framework & guidelines, University Grants Commission (UGC), 2022 3. Introduction to Community Development, Theory, Practice, and Service-Learning, Gary Paul Green, Jerry W. Robinson, Jr, 2011, SAGE Publications 4. Martha A. Walker, Community Engagement, Virginia Cooperative Extension, Virginia Tech, Virginia State, Petersburg. 5. Principles of Community Engagement, 2nd Edition, NIH Publication No. 11-7782, Printed June 2011. 	
Course Outcomes		
CO1	Able to Identify issues, needs, problems, strengths, and resources in villages	
CO2	Skill to identify and analyze various opportunities for contributing to community's socio-economic improvements including use of technology and social cause.	
CO3	Enable to identify the benefits of Community Engagement and various groups involved in community based practices	
CO4	Able to get exposure to work with community development agencies.	
CO5	Able to Identify issues, needs, problems, strengths, and resources in villages	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	2	2	2	2	3	2
CO2	2	2	3	2	3	3	2	3	2
CO3	2	1	2	3	2	2	1	3	2
CO4	2	2	2	2	2	2	2	3	2
CO5	2	1	2	2	2	2	2	3	2
Avg	2	1.4	2.2	2.2	2.2	2.2	1.8	3	2

SEMESTER – V

SEMESTER V

Course Code & Title	24RMUC3114: Strategic Management	
Programme	B.B.A.	Semester- V
	Credit:4	Hours: 4/per week
Cognitive Level	K-1	<ul style="list-style-type: none"> • Understanding the fundamentals of strategic management, competitive advantage, and corporate strategy
	K-2	<ul style="list-style-type: none"> • Applying strategic frameworks to analyze business environments and industry competitiveness.
	K-3	<ul style="list-style-type: none"> • Evaluating corporate strategies for mergers, acquisitions, and diversification.
Course Objectives	<ul style="list-style-type: none"> • Strategic Management Concepts – Learn the fundamentals of strategy formulation, implementation, and evaluation in a competitive business environment. • Business Environments – Develop skills to assess internal and external factors affecting organizations using SWOT, PESTEL, and Porter’s Five Forces analysis. • Competitive Strategies – Explore cost leadership, differentiation, and focus strategies to gain a sustainable competitive advantage. • Corporate Strategies – Understand diversification, mergers and acquisitions, strategic alliances, and global expansion strategies. • Decision-Making Skills – Apply strategic thinking and problem-solving approaches for effective business decisions. 	
Units	Contents	No. of Hours
I	Introduction to Strategy Strategy – concept, relevance, role and benefits; Importance of Strategic Management; Strategic Management Process, Levels of Strategy; Approaches to Strategic Decision-making; Strategic Intent – Vision, Mission, Goals and Objectives; Strategy and Corporate Governance, Social Responsibility and Ethics in Strategic Management	10
II	Strategic Analysis Environmental appraisal- Scanning the Environment ,Technological, Social, Cultural, Demographic, Political, Legal; Evaluating Company’s External Environment: Components of External Environment; Analysis of the general environment; Nature, Characteristics, Types and Approaches of External environment, Key External Forces, Industry Analysis – Analysis of the competitive environment ; Analysis of the Internal environment: Strategic capability, Nature, Characteristics, Types and Approaches to internal environment; Value chain analysis , Experience Curve, SWOT analysis, BCG Matrix, GE- Cell Matrix.	12
III	Strategy Formulation Business Strategy Formulation: Generic strategies; Functional areas and link between business strategy and functional strategy; Corporate Strategy Formulation: Creating value and diversification; Strategic alliances; International expansion strategies; Introduction to strategies of growth, stability and renewal, types of growth strategies concentrated	14

	growth, product development, integration, diversification, international expansion (multi domestic approach, franchising, licensing and joint ventures); Types of renewal strategies retrenchment and turnaround. Strategic fundamentals of merger & acquisitions	
IV	Strategy Implementation and Control Structural Implementation; Functional and Operational Implementation; Behavioral Implementation; Strategy Evaluation and Control; Strategic leadership; Strategic control and corporate governance; Issues in Strategy Implementation; Creating effective organizational designs; Strategy and society; Managing innovation and fostering corporate entrepreneurship; Integration of Functional Plans and Policies-Strategy Evaluation and Control - Operational Control - Overview of Management Control.	12
V	Case studies: Students will carry out case studies on the above 4 units' topics.	
References	Suggested Books (Latest Edition): 1. Thomas L Wheelen, J David Hunger, Alan N Hoffman, Charles E Bamford and Purva Kansal. Concepts in Strategic Management and Business Policy: Globalization, Innovation and Sustainability, 15th Edition, Pearson. 2. Frank T Rothaermel. Strategic Management – 5th Edition (Indian), McGraw Hill.	

Course outcome

CO1	<ul style="list-style-type: none"> Understand the core concepts, principles, and processes of strategic management.
CO2	<ul style="list-style-type: none"> Apply strategic analysis tools to assess business environments and competitive positioning.
CO3	<ul style="list-style-type: none"> Analyze real-world business strategies and evaluate their success or failure.
CO4	<ul style="list-style-type: none"> Evaluate strategic decision-making for growth, expansion, and risk management.
CO5	<ul style="list-style-type: none"> Develop strategic business solutions that drive competitive advantage and long-term success.

Mapping of COs with POs and PSOs

CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	2	2	2	2	2	2
CO2	2	1	3	2	2	3	2	2	2
CO3	2	1	3	2	3	3	2	2	2
CO4	2	2	3	2	3	3	3	2	2
CO5	2	2	3	2	3	3	3	2	2
Avg	2	1.4	2.8	2	2.6	2.8	2.4	2	2

Course Code & Title	24RMUC3115: Logistics and Supply Chain Management	
Programme	B.B.A.	Semester- V
	Credit:4	Hours: 4 per week
Cognitive Level	K-1	<ul style="list-style-type: none"> Understanding the fundamentals of logistics, supply chain management (SCM), and their importance in business.
Course Objectives	K-2	<ul style="list-style-type: none"> Applying supply chain strategies to improve efficiency, reduce costs, and enhance customer satisfaction.
	K-3	<ul style="list-style-type: none"> Evaluating supply chain risks, disruptions, and resilience strategies for business continuity.
		<ul style="list-style-type: none"> To understand the strategic role of supply chain management in enhancing organizational competitiveness.
		<ul style="list-style-type: none"> To explore the design and optimization of supply chain networks, particularly fore-commerce.
		<ul style="list-style-type: none"> To examine the impact of sourcing and pricing decisions on supply chain efficiency and effectiveness.
		<ul style="list-style-type: none"> To develop skills in coordinating and managing supply and demand in a globalized market environment.
Units	Contents	No. of Hours
I	Introduction to Supply Chain Management: -the role of supply chain management in organizations, achieving strategic fit, and understanding supply chain drivers and metrics-the integral nature of supply chains in aligning business strategies with operational capabilities to enhance performance and competitiveness.	10
II	Supply Chain Network Design: -design distribution networks with a focus on e-business applications and global supply chain networks. - strategies and challenges of creating efficient and responsive supply chain networks that align with business objectives and the dynamic nature of global markets.	12
III	Sourcing and Pricing Strategies: -sourcing decisions and pricing management within supply chains-sourcing strategies and pricing models that can be employed to optimize revenue management and cost-efficiency in supply chains, with a particular focus on e-commerce dynamics.	14
IV	Demand and Supply Coordination Focusing on the synchronization of demand forecasting, aggregate planning, and sales operations planning, supply chain activities to balance demand and supply efficiently.	IV
V	Demand forecasting -Demand forecasting techniques, aggregate planning strategies, and the importance of coordination across the supply chain.	12
References	Textbooks and References (Latest Editions): 1. Supply Chain Management: Strategy, Planning, and Operation, 7th ed., by Sunil Chopra & Peter Meindl, Pearson. 2. Logistics & Supply Chain Management, 5th ed., by Martin Christopher, Pearson. Suggested Case Topics:	

	<ol style="list-style-type: none"> 1. Dell’s direct model in PC manufacturing: Integration of supply chain and e-business. 2. Starbucks’ sustainable sourcing practices: A supply chain perspective. 3. Walmart’s supply chain management strategies for global dominance. 	
Course outcome		
CO1	<ul style="list-style-type: none"> • Understand the key concepts, functions, and components of logistics and supply chain management. 	
CO2	<ul style="list-style-type: none"> • Apply logistics and SCM strategies to optimize operations and enhance efficiency. 	
CO3	<ul style="list-style-type: none"> • Analyze inventory management, warehousing, and distribution models in supply chains. 	
CO4	<ul style="list-style-type: none"> • Evaluate the impact of globalization, technology, and sustainability on supply chain performance. 	
CO5	<ul style="list-style-type: none"> • Develop strategic supply chain solutions to improve business competitiveness and resilience. 	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	2	2	2	2	2	2
CO2	2	1	3	2	3	3	3	2	2
CO3	2	1	3	2	3	3	3	2	2
CO4	2	1	2	3	3	3	2	3	2
CO5	2	2	3	2	3	3	3	2	2
Avg	2	1.2	2.6	2.2	2.8	2.8	2.6	2.2	2

DISCIPLINE SPECIFIC ELECTIVES – I

FINANCE SPECIALISATION

Course Code & Title	24RMUD3116: MANAGEMENT COSTING	
Programme	B.B.A.	Semester- V
	Credit:4	Hours: 4 per week
Cognitive Level	K-1	<ul style="list-style-type: none"> • Understanding the fundamentals of cost accounting, cost classification, and cost behavior.
	K-2	<ul style="list-style-type: none"> • Applying costing techniques to determine product and service costs accurately.
	K-3	<ul style="list-style-type: none"> • Evaluating costing systems to improve profitability and operational efficiency.
Course Objectives	<ul style="list-style-type: none"> • Understand Costing Principles – Learn the fundamental concepts, classifications, and objectives of cost management in business operations • Analyze Costing Methods – Study different costing techniques such as job costing, process costing, activity-based costing (ABC), and marginal costing • Apply Cost-Volume-Profit (CVP) Analysis – Understand the relationship between cost, volume, and profit to support managerial decision-making. • Develop Budgeting and Forecasting Skills – Learn how to prepare and analyze budgets, including flexible and zero-based budgeting. • Implement Standard Costing and Variance Analysis – Identify cost deviations and apply corrective measures for cost control. 	
Units	Contents	No. of Hours
I	Cost Accounting – Introduction - Meaning of Cost, Costing and Cost Accounting Comparison between Financial Accounts and Cost Accounts-Application of Cost Accounting Cost Concepts and Classification of Costs-Cost Unit-Cost Centre-Elements of Costs-Preparation of Cost Sheet.	10
II	Material Costing: Classification of Materials, Material Control, Purchasing Procedure Store Keeping-Techniques of Inventory Control-Setting of Stock Levels- EOQ-Method of Pricing Materials Issues - LIFO-FIFO - Weighted Average Method- Simple Average Method	12
III	Labour Costing: Control of Labour Cost - Labour Turnover – Method of wage payments- Remuneration and Incentives- Time Rate System- Piece Rate System- Premium and Bonus Plans.	14
IV	Overhead Costing: Meaning- Classification-Procedure - Allocation and Apportionment- Principles of Apportionment -Reapportionment, Direct, Step, Reciprocal, Simultaneous Equation Trial and Error - Costing Methods - Job Costing - Batch Costing - Transport Costing	12
V	Contract Costing- Profits on Incomplete Contracts -Escalation Clause-Cost Plus Contract- Work-in-Progress-Process Costing-Costing Procedure-Losses and Gains in Process Normal Loss-Abnormal Losses-Abnormal Gains.	12
References	SUGGESTED BOOKS:	

	1. Cost Accounting: Principles & Methods. - Jain, S.P. & Narang-K.L.-Kalyani Publishers 2. A Text Book of Cost Accountancy: M.N. Arora- Vikas Publishing Pvt. Ltd. 3. Cost Accounting: Method & Problems- B.K.Bhar-Academic Publishers 4. Cost Accounting: R. S.N. Pillai & Bhagavati-S. Chand 5. Studies in Cost Management: S.N. Maheshwari- Sultan Chand & Sons	
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Course outcome	
CO1	<ul style="list-style-type: none"> To enable students to conceptualize various methods and techniques of cost accounting and its application.
CO2	<ul style="list-style-type: none"> To enable students to conceptualize various methods and techniques of cost accounting and its application.
CO3	<ul style="list-style-type: none"> To analyse implications of cost in managerial decisions.
CO4	<ul style="list-style-type: none"> Able to prepare budget and forecast
CO5	<ul style="list-style-type: none"> Develop strategic cost management solutions to improve profitability and competitiveness.

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	2	2	3	2	2	2
CO2	2	1	2	2	2	3	2	2	2
CO3	2	1	3	2	3	3	3	2	2
CO4	2	1	3	2	3	3	3	2	2
CO5	2	1	3	2	3	3	3	2	2
Avg	2	1	2.6	2	2.6	3	2.6	2	2

MARKETING SPECIALISATION

Course Code & Title	24RMUD3117: Consumer Behaviour	
Programme	B.B.A.	Semester- V
	Credit:4	Hours: 4/per week
Cognitive Level	K-1	<ul style="list-style-type: none"> Understanding the fundamentals of consumer behavior and its role in marketing strategy.
	K-2	<ul style="list-style-type: none"> Applying consumer behavior theories to develop marketing strategies and campaigns.
	K-3	<ul style="list-style-type: none"> Evaluating consumer behavior trends to improve brand positioning and customer experience.
Course Objectives	<ul style="list-style-type: none"> Understand the Fundamentals of Consumer Behaviour – Learn key concepts, theories, and factors influencing consumer decision-making. 	
	<ul style="list-style-type: none"> Analyze Psychological and Social Influences – Explore the impact of perception, motivation, learning, attitudes, and culture on consumer choices. 	
	<ul style="list-style-type: none"> Examine the Consumer Decision-Making Process – Study the stages of need recognition, information search, evaluation of alternatives, purchase, and post-purchase behavior. 	
	<ul style="list-style-type: none"> Explore Market Segmentation and Targeting – Understand how consumer behavior insights help in segmenting markets and developing targeted marketing strategies. 	
	<ul style="list-style-type: none"> Assess the Role of Emotions and Brand Loyalty – Learn how emotions, experiences, and brand perceptions shape consumer preferences and repeat purchases. 	
Units	Contents	No. of Hours
I	Understanding Consumer Behavior Introduction to Consumer Behavior; Consumer Behavior and the Marketing Concepts; Value and the Consumer Behavior Framework; Online Consumer Behavior. Organizational Buying Behavior; Consumerism.	10
II	External Influences on Consumer Behavior Lifestyles and Psychographics on Buying Behavior; Social Class and Group Influence on Consumer Behavior – Reference Group and Family Influence on Buying Behavior; Influence of Culture on Consumer Behavior	12
III	Internal Influences on Consumer Behavior Consumer Perception; Consumer Learning, Memory and Involvement; Dynamics of Consumer Motivation; Consumer Personality; Consumer Attitudes and Attitude Change.	14
IV	Consumer Decision Making Concept of Consumer Decision; Situational Influence on Consumer’s Decision; Consumer Decision Making Process – Need Recognition and Search, Alternative Evaluation and Choice, Post-purchase Behavior; Different Models of Consumer Decision Making.	12
V	Consumer Decision-Making and Emerging Trends. Key top-	11

	ics include:-Consumer Decision-Making Models (Economic, Psychological, and Sociological Models)-Post-Purchase Behavior and Customer Satisfaction-Brand Loyalty and Consumer Retention Strategies-Influence of Technology on Consumer Behavior (AI, Big Data, Personalization)-Ethical and Sustainable Consumption (Green Consumerism, CSR Impact)-Cross-Cultural Consumer Behavior (Globalization and Regional Influences)-Trends in Digital Consumer Behavior (E-commerce, Social Media Influence)-Future Directions in Consumer Behavior Research	
References	Suggested Books / References: (Latest Edition) 1. Schiffman, L. G.; Kanuk L. L. and Kumar, S. R. Consumer Behavior. Pearson Education Inc. 2. Loudon, D. L. and Bitta, J. Albert Della. Consumer Behavior; Concepts and Applications. Tata McGraw Hill Publishing Company Limited 3. Babin, B.J.; Harris, E.G. and Mohan, Ashutosh. Consumer Behavior (CB): A South Asian Perspective. Cengage Learning India Pvt. Limited 4. Hawkins, D. I.; Best, R. J. and Coney, K. A. Consumer Behavior: Building Marketing Strategy. Tata McGraw-Hill Publishing Company Limited 5. Evans, M.; Jamal, A. and Foxall, G. Consumer Behavior, John Wiley & Sons LTD	
Course outcome		
CO1	<ul style="list-style-type: none"> Understand the core concepts and principles of consumer behavior and decision-making. 	
CO2	<ul style="list-style-type: none"> Apply consumer behavior theories to develop effective marketing strategies. 	
CO3	<ul style="list-style-type: none"> Analyze psychological, social, and cultural factors that influence purchasing decisions. 	
CO4	<ul style="list-style-type: none"> Evaluate the impact of digitalization and technology on consumer buying behavior. 	
CO5	<ul style="list-style-type: none"> Develop consumer-centric business strategies to enhance brand loyalty and customer satisfaction. 	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	2	2	2	2	2	2
CO2	2	1	3	2	3	3	2	2	2
CO3	2	1	3	3	2	3	2	3	2
CO4	2	1	2	2	3	2	2	2	2
CO5	2	2	3	2	3	3	2	3	2
Avg	2	1.2	2.6	2.2	2.6	2.6	2	2.4	2

HUMAN RESOURCE MANAGEMENT SPECIALISATION

Course Code & Title	24RMUD3118: Training and Development	
Programme	B.B.A.	Semester- V
	Credit:4	Hours: 4/per week
Cognitive Level	K-1	<ul style="list-style-type: none"> • Understanding the fundamentals of training and development in human resource management.
	K-2	<ul style="list-style-type: none"> • Applying training program design and delivery techniques for employee skill enhancement.
	K-3	<ul style="list-style-type: none"> • Evaluating the impact of training programs on organizational performance and productivity.
Course Objectives	<ul style="list-style-type: none"> • Understand the Fundamentals of Training and Development – Learn key concepts, importance, and objectives of employee training in organizations. • Analyze Training Needs Assessment (TNA) – Identify skill gaps and determine training requirements through systematic assessment. • Explore Training Methods and Techniques – Study various training methods, including on-the-job training, e-learning, workshops, and simulations. • Enhance Employee Performance and Productivity – Understand how training impacts employee skills, motivation, and overall efficiency • Develop Effective Training Programs – Learn how to design, structure, and implement training programs aligned with organizational goals. 	
Units	Contents	No. of Hours
I	Training - Concepts – Definition – Types – Purpose of Training – Principles of Training –Organization Climate for Training and Development – Training and Development Model – Management Development – Concept–Definition –Principles and Importance.	10
II	Training Methods - Concept – Approaches – Choosing Appropriate Training and Development Method – Designing Training Methods – Transactional Analysis – Selecting a Training Method.	12
III	Learning - Concept – Definition – Learning Principles –Process of Training and Development Needs – Development of Competency Based Training.	14
IV	Design in And Conducting Training and Development - Concept–Process of Designing and Conducting Training and Development – Designing Training Unit (Cross Cultural, Leadership, Training the Trainer, Change) Budgeting of Training.	12
V	Evaluation Of Training and Development Programme - Concept – Definition of Training Evaluation – Types of Evaluation – Evaluation Design Issues – Induction Versus Orientation Evaluating Training and Development – Objectives –Process – Purpose – Effectiveness of Training and Development.	12
References	<ol style="list-style-type: none"> 1. Lynton R Pareek, U, Training for Development, Vistaar, New Delhi. 2. Peppar, Allan D, Managing the Training and Development Function, Gower, Aldershot 3. Buckley, R., & Caple, J The theory and practice of Training (5th 	

	ed.) London and Sterlin5g	
Course outcome		
CO1	• To analyse problems and provide solutions	
CO2	• To enable effective presentation of input and activities	
CO3	• To provide constructive feed back to trainees	
CO4	• To evaluate training materials for trainees of different experiential levels	
CO5	• Develop strategic learning and development initiatives for organizational growth.	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	2	3	2	2	3	2	2	2
CO2	3	2	2	2	2	2	2	2	3
CO3	3	3	2	2	2	2	3	3	3
CO4	2	2	2	3	2	3	3	2	2
CO5	2	2	3	2	3	3	3	2	2
Avg	2.4	2.2	2.4	2.2	2.2	2.6	2.6	2.2	2.4

BUSINESS ANALYTICS SPECIALISATION

Course Code & Title	24RMUD3119: Business Analytics	
Programme	B.B.A.	Semester- V
	Credit:4	Hours: 4 per week
Cognitive Level	K-1	<ul style="list-style-type: none"> Understanding the fundamentals of business analytics and its role in decision-making.
	K-2	<ul style="list-style-type: none"> Applying statistical and analytical techniques to solve business problems.
	K-3	<ul style="list-style-type: none"> Evaluating big data analytics and its impact on business strategy and competitive advantage.
Course Objectives	<ul style="list-style-type: none"> Understand the Fundamentals of Business Analytics – Learn key concepts, techniques, and applications of analytics in decision-making. Develop Data-Driven Decision-Making Skills – Use data analysis to solve business problems and enhance strategic planning. Master Data Collection and Processing – Learn methods for gathering, cleaning, and organizing data for analysis. Apply Statistical and Predictive Analytics Techniques – Use statistical tools, regression analysis, and forecasting models to derive insights. Explore Machine Learning and AI in Business Analytics – Understand how AI and machine learning enhance business intelligence and automation. 	
Units	Contents	No. of Hours
I	Introduction: Features of R – How to install and run R – Comments in R – Reserved words– Identifiers – Constants – Variables – Operators (Arithmetic, Relational, Logical, Assignment, Miscellaneous Operators) – Operator Precedence – Strings. Basic Data Types (Numeric, Integer, Complex, Logical, Character) – Creating, combining vectors – Accessing Vector Elements – Modifying Vectors – Deleting Vectors- Vector arithmetic and Recycling – Vector Element Sorting – Reading Vectors – Creating Lists –Accessing List elements – Updating List Elements –Merging Lists – List to Vector conversion – Creating matrices – Accessing Matrix Elements – Matrix Arithmetic – Matrix Manipulation – Matrix Operations.	10
II	Arrays, Factors and Data Frames Creating Arrays – Accessing Array Elements – Array Element Manipulation – Array Arithmetic – Creating factors – Accessing Factor Components – Modifying factors –Creating Data Frames – Accessing Data Frames Components – Modifying Data Frames – Aggregating Data – Sorting Data – Merging Data – Reshaping data – Sub-setting data –Data Type Conversion	12
III	Flow Control & Functions Decision making (using if statement - if...else statement - Nested If...Else statement –if else function - Switch statement) – Loops (for loop – while Loop – repeat Loop) – Loop Control statements – break statement – next statement – Function definition and Function Calling – Function without arguments – Built-in functions (Mathematical	14

	functions – Character functions – statistical functions – date and time functions – other functions – Recursive function)	
IV	Charts & Graphs Bar charts (Plotting bars vertically and horizontally – Plotting categorical data – Grouped bar chart – Stacked bar chart) – Histogram (Simple histogram – Histogram with labels, breaks and density lines) – Line graphs (Simple line graph & Graphs with Multiple lines)– Pie charts (Simple and 3D pie charts)	12
V	Applications, Ethical Considerations, and Emerging Trends in Business Analytics Business Analytics in Marketing, Finance, Operations, and HR Ethical Issues in Business Analytics: Data Privacy and Security Legal and Compliance Aspects of Analytics Emerging Trends: Cloud Analytics, AI in Business, and Block chain	12
References	<p>Suggested Books:</p> <ol style="list-style-type: none"> 1. Evans, J. R. (2020). <i>Business analytics: Methods, models, and decisions</i> (3rd ed.). Pearson Education. 2. Sharda, R., Delen, D., & Turban, E. (2021). <i>Business intelligence, analytics, and data science: A managerial perspective</i> (5th ed.). Pearson. 3. Provost, F., & Fawcett, T. (2013). <i>Data science for business: What you need to know about data mining and data-analytic thinking</i>. O'Reilly Media. 4. Baesens, B. (2014). <i>Analytics in a big data world: The essential guide to data science and its applications</i>. Wiley. 5. Winston, W. L. (2016). <i>Microsoft Excel data analysis and business modeling</i> (5th ed.). Microsoft Press. <p>Reference Books:</p> <ol style="list-style-type: none"> 1. Davenport, T. H., & Harris, J. G. (2017). <i>Competing on analytics: The new science of winning</i>. Harvard Business Review Press. 2. Camm, J. D., Cochran, J. J., Fry, M. J., Ohlmann, J. W., & Anderson, D. R. (2020). <i>Business analytics</i> (4th ed.). Cengage Learning. 3. Marr, B. (2017). <i>Data strategy: How to profit from a world of big data, analytics and artificial intelligence</i>. Kogan Page. 4. Miller, T. (2017). <i>Modeling techniques in predictive analytics with Python and R: A guide to data science</i>. Pearson Education. 5. Siegel, E. (2016). <i>Predictive analytics: The power to predict who will click, buy, lie, or die</i> (Rev. ed.). Wiley. 	
Course outcome		
CO1	<ul style="list-style-type: none"> • Explain the core principles of business analytics and differentiate between descriptive, predictive, and prescriptive analytics. 	
CO2	<ul style="list-style-type: none"> • Apply data visualization and statistical analysis techniques to extract insights from business data. 	
CO3	<ul style="list-style-type: none"> • Use analytical tools such as Python, R, Excel, or Power BI to perform business data analysis. 	
CO4	<ul style="list-style-type: none"> • Develop machine learning models to enhance business decision-making 	

	and strategy formulation.
CO5	<ul style="list-style-type: none"> Evaluate real-world business cases and propose data-driven solutions for organizational growth.

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	2	3	3	2	2	2
CO2	2	1	3	2	3	3	2	2	2
CO3	2	1	3	2	3	3	2	2	2
CO4	2	1	3	2	3	3	3	2	2
CO5	2	2	3	2	3	3	3	2	2
Avg	2	1.2	2.8	2	3	3	2.4	2	2

INTERNATIONAL BUSINESS SPECIALISATION

Course Code & Title	24RMUD3120: EXIM Policy and Documentation	
Programme	B.B.A.	Semester- V
	Credit:4	Hours: 4 per week
Cognitive Level	K-1	<ul style="list-style-type: none"> • Understanding the fundamentals of export-import (EXIM) policies and international trade regulations.
	K-2	<ul style="list-style-type: none"> • Applying EXIM policies to facilitate smooth international trade operations.
	K-3	<ul style="list-style-type: none"> • Evaluating the impact of trade policies, Free Trade Agreements (FTAs), and government initiatives on business.
Course Objectives	<ul style="list-style-type: none"> • Understand the Fundamentals of Policy and Documentation – Learn the principles, purpose, and significance of policies and documentation in organizations. • Develop Policy Formulation Skills – Understand the process of drafting, reviewing, and implementing effective policies. • Analyze Legal and Regulatory Compliance – Learn how policies align with legal, ethical, and industry-specific regulations. • Explore Documentation Standards and Best Practices – Study structured documentation methods, including SOPs, manuals, and reports. • Enhance Communication and Clarity in Documentation – Develop skills to create clear, concise, and user-friendly documents. 	
Units	Contents	No. of Hours
I	Introduction Role of exports and imports in economic development, Composition of India’s foreign trade, Theories of international trade, Features and Rationale of Export Business, Essentials for Starting Export Business.	10
II	Export Procedure Registration of exporters, Export documentation (principal, auxiliary and regulatory documents) - commercial invoice, consular invoice, customs invoice, packing list, certificate of inspection, certificate of origin, bill of lading, GR form, SDF form, PP form, shipping bill, air bill/air consignment note, general excise clearance, custom clearance, insurance cover, Role of ECGC, Quality control and pre shipment inspection, HS System of classification and coding, Application of Electronic Data Interchange System (EDI) in expert documentation	12
III	Institutional Support for Export Infrastructural facilities- Export Promotion Council (EPC), Export Promotion Zone (EPZ), Special Economic Zone (SEZ), Federation of Indian Export Organizations (FIEO), Agricultural & Processed Food Products Export Development Authority (APEDA), Role of Directorate General of Foreign Trade (DGFT), Categorization of export houses.	14

IV	Export Financing Pre and post shipment finance, Role of EXIM bank, Mode of payment in international trade- Cash-in-Advance, Letters of credit (nature and types), Documentary Collections, Open Account, Consignment, Bills of exchange, Export pricing, INCOTERMS 2020	12
V	Implementation, Monitoring, and Review of Policies and Documents. -Policy Implementation Strategies (Steps to enforce policies effectively)-Monitoring and Compliance Mechanisms (Ensuring adherence to policies)-Audit and Review of Policies and Documents	
References	<ol style="list-style-type: none"> 1. Export Management, Himalaya Publishing House, Divya Singh and Amit Gautam 2. Export Manual, Nabhi 3. International Marketing Management, Phillip R. Cateore and John M. Hess 4. Ministry of Commerce, Govt. of India, Hand book of Export-Import Procedures 5. 5. Sudha, P., & Pradeep, V. (2023). A Study on Export Documentation and Clearance Process at Logistics Company. Central Asian Journal of Innovations on Tourism Management and Finance, 4(10), 165-182. 	
Course outcome		
CO1	<ul style="list-style-type: none"> • Understand the fundamentals of EXIM policies, trade regulations, and international trade laws. 	
CO2	<ul style="list-style-type: none"> • Apply knowledge of documentation, procedures, and compliance in export-import operations. 	
CO3	<ul style="list-style-type: none"> • Analyze global trade dynamics, tariff structures, and foreign trade policies. 	
CO4	<ul style="list-style-type: none"> • Evaluate financial instruments, logistics, and risk management in international trade. 	
CO5	<ul style="list-style-type: none"> • Develop strategic export-import plans for business growth and global expansion. 	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	2	2	3	2	2	2
CO2	2	1	3	2	3	3	2	2	2
CO3	2	1	3	2	3	3	2	2	2
CO4	2	1	3	2	3	3	2	2	2
CO5	2	2	3	2	3	3	3	2	2
Avg	2	1.2	2.8	2	2.8	3	2.2	2	2

SUPPLY CHAIN MANAGEMENT SPECIALISATION

Course Code & Title	24RMUD3121: Project Management	
Programme	B.B.A.	Semester- V
	Credit:4	Hours: 4per week
Cognitive Level	K-1	<ul style="list-style-type: none"> Understanding the fundamentals of project management, including project lifecycle, scope, and objectives.
	K-2	<ul style="list-style-type: none"> Applying project scheduling tools like Gantt charts, PERT, and CPM for efficient planning.
	K-3	<ul style="list-style-type: none"> Evaluating project performance using KPIs, metrics, and post-project reviews.
Course Objectives	<ul style="list-style-type: none"> Understand the Fundamentals of Project Management – Learn key concepts, frameworks, and methodologies used in managing projects. 	
	<ul style="list-style-type: none"> Develop Project Planning and Scheduling Skills – Learn how to define project scope, set objectives, and create work breakdown structures (WBS). 	
	<ul style="list-style-type: none"> Master Resource Allocation and Budgeting – Understand cost estimation, financial planning, and resource optimization techniques. 	
	<ul style="list-style-type: none"> Apply Risk Management Strategies – Identify, assess, and mitigate potential project risks and uncertainties. 	
	<ul style="list-style-type: none"> Enhance Leadership and Team Collaboration – Develop skills in team management, conflict resolution, and stakeholder communication 	
Units	Contents	No. of Hours
I	Introduction: Definitions & Characteristics of Project, Types of Projects, Project Life Cycle, Project Management Process: Introduction, Tools & Techniques of Project Management. Project Team and Scope of Project Management, Project Organization.	10
II	Project Identification & Selection: Identification, Generation of ideas, Approaches to Project Screening and Selection, Project Rating Index. Market & Demand Analysis Techniques: Survey & Trend Projection Methods. Project Risk Management	12
III	Project Costing: Fundamental components of Project Cost, Types of Costs: Direct, Indirect, Recurring, Non-Recurring, Fixed, Variable, Normal, Expedite costs.	14
IV	Project Financing and Budgeting: Sources of Finance, Social Cost Benefit Analysis (SCBA) of Project, Project Scheduling and Network Analysis: Steps in Project Scheduling and Network design, Introduction to CPM and PERT,	12
V	Monitoring and Control: Planning- Monitoring and Control Cycle. Project Management Information System. Project Termination: Types of Terminations, Project Termination Process	12
References	1. Project Management- A Managerial Approach: Jack R. Meredith Broyhill Samuel J. Mantel, 2. Project Management: Mr. Sanjiv Marwah- (Wiley Dreamtech) 3. Project- Preparation, Appraisal, Budgeting and Implementation: Chandra Prasanna - (TMH) 4. Project Management Core Text Book : M R Gopalan (Wiley)	

	Quantitative Techniques in	
Course outcome		
CO1	<ul style="list-style-type: none"> Describe a project life cycle, and can skillfully map each stage in the cycle identify the resources needed for each stage, including involved stakeholders 	
CO2	<ul style="list-style-type: none"> Describe the time needed to successfully complete a project, considering factors 	
CO3	<ul style="list-style-type: none"> Provide internal stakeholders with information regarding project costs by considering 	
CO4	<ul style="list-style-type: none"> Factors develop a project scope while considering factors such as customer and external goal. 	
CO5	<ul style="list-style-type: none"> Develop strategic project management solutions to improve efficiency and success rates. 	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	2	3	2	3	3	3	2	2
CO2	2	2	3	2	3	3	2	2	2
CO3	2	2	3	2	3	3	2	2	2
CO4	2	2	3	2	3	3	3	2	2
CO5	2	2	3	2	3	3	3	2	2
Avg	2	2	3	2	3	3	2.6	2	2

DISCIPLINE-SPECIFIC ELECTIVE – II
Rural Industries – I

Course Code & Title	24RMUD3101: Bakery and Confectionery (Theory & Practical)	
Programme	B.B.A.	Semester- V
	Credit: 4 (3+1)	Hours: 5 per week
Cognitive Level	K-1	<ul style="list-style-type: none"> Recall the functions of the Bakery and Confectionary industry.
	K-2	<ul style="list-style-type: none"> Understand the production process with machinery and tools of the industry.
	K-3	<ul style="list-style-type: none"> Practice the theory by visiting the field in various productions like bun, cake, cookies.
		<ul style="list-style-type: none"> To understand about the manufacturing process of bakery products.
		<ul style="list-style-type: none"> To learn the difference between bakery and confectionary manufacturing process.
		<ul style="list-style-type: none"> To identify the bread disease, fault and remedies.
		<ul style="list-style-type: none"> To learn the functions of ingredients in making of bakery products. To know the functions of machinery and tools in bakery industry.
Units	Contents	No. of Hours
I	Introduction to Bakery and Confectionery: Principle of baking – Nutrition of bakery products– Importance of bakery products - Tools and equipments – wheat – Gluten formation– qualities of maid flour – Functions of ingredients in bread making.	15
II	Bread Production and Bread Diseases: Methods of bread production – steps involved in bread and bun making - Bread faults and remedies.	10
III	Functions of Ingredients: Functions of ingredients in Maida based confectionery – Methods of cookies preparation – Methods of puffs production – Methods of cake production.	10
IV	Machineries and Management of Bakery : List of machineries and its applications – oven and their functions – Marketing of bakery products –preparation of a feasibility report for starting a bakery.	15
V	Practical and Field visits: Production of different varieties of bread, bun, cakes, puffs, and cookies - Visit to commercial bakery units - Meeting with bakery entrepreneurs - Organizing bakery finished products exhibition.	10
References	<ol style="list-style-type: none"> CFTRI (1986), Advanced Training in Baking Technology, Course materials supplied by CFTRI, Mysore. Khandary.L.R.(1988), Bakers Handbook on practical baking, U.S.A. Pyleryby (1998), Baking Science and Technology, Siebet Publishing Company, Chicago, ILL Anon,(2005), Tamilaga Bakery Technical Bulletin, The Chennai Bakery Owners Association, Chennai-5. 	
Course out-		

come	
CO1	<ul style="list-style-type: none"> Recall the functions of the Bakery and Confectionary industry.
CO2	<ul style="list-style-type: none"> Understand the production process with machinery and tools of the industry.
CO3	<ul style="list-style-type: none"> Practice the theory by visiting the field in various productions like bun, cake, cookies.
CO4	<ul style="list-style-type: none"> Understand about the manufacturing process of bakery products.
CO5	<ul style="list-style-type: none"> Learn the difference between bakery and confectionary manufacturing process.

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	1	2	2	2	1	1
CO2	2	1	2	1	2	3	2	1	1
CO3	2	2	3	1	3	3	3	2	2
CO4	2	1	2	1	2	3	2	2	1
CO5	2	1	2	1	2	2	2	1	1
Avg	2	1.2	2.2	1	2.2	2.6	2.2	1.4	1.2

Course Code & Title	24RMUD3102: Vegetable Oil - Industry (Theory & Practical)	
Programme	B.B.A.	Semester- V
	Credit: 4 (3+1)	Hours: 5 per week
Cognitive Level	K-1	Recall the functioning of the vegetable oil industry.
	K-2	Understand the production process oil extraction by Ghani
	K-3	Adapt the management of Ghani oil industry.
		<ul style="list-style-type: none"> • To understand about the vegetable oil Industry
		<ul style="list-style-type: none"> • To learn the Pre-processing activities
		<ul style="list-style-type: none"> • To identifying the sources of raw materials
		<ul style="list-style-type: none"> • To learn the implementation process of the vegetable oil extraction. • To know the preparation of financial feasibility report.
Units	Contents	No. of Hours
I	Vegetable Oil Seeds and its Characteristics: Different Varieties of Vegetable oil seeds and its availability – State wise area of Production – Major and Minor Vegetable Oil Seeds – Characteristics of Vegetable Oil Seeds – Various uses of Vegetable Oil Seeds.	10
II	Pre-Processing and Vegetable Oil Extraction: Preprocessing activities – Drying – Cleaning – Decorticating – Vegetable Oil Extraction – Groundnut Oil – Gingelly Oil – Coconut oil – Sunflower Oil – Field visits to various Vegetable Oil Industries and Power Ghani units.	12
III	Vegetable Oil Extraction by Ghani: Technological development of Ghani Oil industries – bullock driven Ghani – Overhead power Ghani – Portable Power Ghani – Functions of Portable Power Ghani – Technical data of Portable Power Ghani – Safety aspects – Economics of Vegetable Oil Processing – by products and its uses – handling of finished products.	14
IV	Physical and Chemical Properties of Vegetable Oils: Quality Control of Vegetable Oils and Cake – FSSAI – License – Physical and Chemical properties of vegetable Oils – Colour – Melting – FFA – Iodine Value – Peroxide Melty value – Acetyl Value – Labling – Packaging – Storage.	12
V	Management of Ghani Oil Industry: Layout – availability of Machineries – Role of Promotional agencies – Cost analysis – Marketing – Feasibility report to start Ghani oil Unit. Field Visit to the Oil Production Industries.	12
References	1. Achaya, K.T. 2020 Oil Seeds And Oil Milling In India: A Historical Survey, New Delhi, India, Oxford And IBH. 2. Achaya, K.T.2017, Ghani: Traditional Oil Mill of India, Kemblesville, Pennsylvania, USA, Olearivs Editions. 3. Chaudhuri, J.C.& Selvaraj, K. 1985. Technological Developments In Ghani Oil Industry. Khadigramodyog , 40 Bombay. 4. Nag, T.K.1982 Village Oil Industry. Power Ghani Installation: A	

	Hand Book, Bombay, India, Khadi And Village Industries Commission. 5. Patel, J.P. 1958, Village Oil Industry, Bombay, India, Khadi and Village Industries commission.	
Course outcome		
CO1	Understand about the vegetable oil seeds and their characters.	
CO2	Learn the preprocessing and vegetable oil extraction.	
CO3	Get familiarize with vegetable oil extraction by Ghani.	
CO4	Learn the physical and chemical process of vegetable oil.	
CO5	Prepare a feasible report to start Ghani oil unit.	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	1	2	2	2	1	1
CO2	2	1	2	1	2	2	2	1	1
CO3	2	1	2	1	2	3	2	1	1
CO4	2	1	2	1	2	3	2	1	1
CO5	2	2	3	2	3	3	3	2	2
Avg	2	1.2	2.2	1.2	2.2	2.6	2.2	1.2	1.2

Course Code & Title	24RMUD3103: Preservation of Fruit and Vegetables (Theory & Practical)	
Programme	B.B.A.	Semester- V
	Credit: 4 (3+1)	Hours: 5 per week
Cognitive Level	K-1	<ul style="list-style-type: none"> Understand the history and traditional food processing methods
	K-2	<ul style="list-style-type: none"> Recall the theoretical and practical aspects on fruit preservation and Vegetables
	K-3	<ul style="list-style-type: none"> Know about the Food standards in India
		<ul style="list-style-type: none"> To study importance of food preservation, general principles of food preservation
		<ul style="list-style-type: none"> To impart basic technical knowledge and skills of making various fruit beverages
		<ul style="list-style-type: none"> To give hands on experience on making jams and fruit jellies
		<ul style="list-style-type: none"> To provide them hands on training on making of pickles, chutneys, sauces To equip the students about the regulations of State and Central governments
Units	Contents	No. of Hours
I	Introduction Importance of food preservation – General principles of food preservation – by low temperature, heat processing, dehydration, sun drying, osmotic pressure, canning, effect of spices, chemical preservation, Irradiation. Food spoilage – types of spoilage, causes of spoilage, factors leading food spoilage.	10
II	Bottling of fruits and vegetables Principles, recipes, equipments, procedures – general procedure for sorting, grading, washing, peeling, coring, pitting, blanching, filling, labeling, packing of bottled juice concentrates - selection of fruits for squashes, crushes, cordials, RTS beverages, syrups and barley water.	12
III	Jams, Jellies, Candies Principles of preservation – higher concentration of sugar – role of sugar in preservation – selection of fruits for jams, jellies – extraction of pectin, role of pectin in setting of jam, difference between fruit jams and fruit jellies – avoiding of crystallization of sugar in jams / candies	14
IV	Pickles, Chutneys, Sauces Fruits / vegetables for pickling process – salted / brined pickles – spice pickles – vinegar pickles – role of salt in preservation – various principle in pickling process – Dehydration of fruits – sun drying of raw / ripe mango – merits and demerits of sun drying – differentiation between mechanical and sun drying.	12
V	Food Standards in India Fruit Products Order – FPO, Prevention of Food Adulteration – PFA, how to apply for FPO / FSSAI PFA. Minimum sanitary requirements under FSSAI – application format for FSSAI Plan for a small fruit preservation unit – equipments, machineries, total capital investment (working, fixed) – suitable fruit products for rural areas. PRACTICAL 1. Preservation of Grape Squash ,	12

	<ol style="list-style-type: none"> 2. Preservation of Orange Crush 3. Preservation of Amla Squash 4. Preservation of Pine apple Crush 5. Preservation of Mango RTS 6. Preservation of Mixed Fruit Jam 7. Preservation of Guava Jelly 8. Preservation of Tomato Pickle 9. Preservation of Tomato Sauce <p>Preservation of Papaya Candy</p>	
References	<ol style="list-style-type: none"> 1. Gopalakrishnan .M.(2014), Food Science and Technology, ASTHA Publications and Distributions, New Delhi. 2. Hausner .A. (2012), Preserved foods and sweetmeats, Biotech Book, Delhi. 3. Madhulika Parmar (2014), Food Safety and Preservation, Black Printers, New Delhi. 4. Pathak R.S.Dr. (2014), Food Security and Global Environmental Change (Emerging Challenges), Naryag Books International, New Delhi. 5. Ruth.S.K.Dr. (2012), Food storage and preservation, Navyag Books International, New Delhi 	
Course out-come		
CO1	Students acquire knowledge on principles of food preservation and techniques	
CO2	Empowered in understanding of general of various grading procedures of fruits	
CO3	Draw the knowledge of role of sugar, salt in preservation	
CO4	Become familiar with manufacturing of fruit beverages, pickles, chutneys, jams	
CO5	Preparing the students for managing a fruit processing industry	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	1	2	2	2	1	1
CO2	2	1	2	1	2	2	2	1	1
CO3	2	1	2	1	2	2	2	1	1
CO4	2	1	2	1	2	3	2	1	1
CO5	2	2	3	2	3	3	3	2	2
Avg	2	1.2	2.2	1.2	2.2	2.4	2.2	1.2	1.2

Course Code & Title	24RMUD3104: Soap Industry (Theory & Practical)	
Programme	B.B.A.	Semester - V
	Credit: 4 (3+1)	Hours: 5 per week
Cognitive Level	K-1	• Understand basic concepts of Soap.
	K-2	• Understand Raw materials for Soap base production.
	K-3	• Understand Soap manufacturing process.
Course Objectives	• To understand about the resource required for the Soap industry.	
	• To learn the Soap formulation.	
	• To identify the technology required for producing Soap.	
	• To study the management process of the production of Soap.	
	• To know about the production process of different Soap.	
UNIT	Content	No. of Hours
I	Basic Concepts of Soap: Definition of Soap and their classification - Physico chemical properties of Soap solution – Soaps Standards in India.	10
II	Raw Materials for Soap production: Fat and oil – Selected oils/fats characteristics – Additives – Alkali – plant for Soap production in small scale industry.	10
III	Soap Manufacturing Process: Types of Soap manufacturing process - Cold vs. Hot process – Various types Melt and Pour Transparent Soap.	10
IV	Soap Formulation: Milled/Extrusion Soap – Outline method of formulation of Toilet Soap- Bathing Bar - Field visit – Preparation of project profile for Bath Soap.	15
V	Practical: Preparation of Bath Soap, Melt and Pour Soap – Quality Test – P ^h lather – mush - cleansing efficiency.	15
References	1. Encyclopedia of Chemical Technology by Kirk – Othmer. 2. Industrial Chemistry by Dr. B. K. Sharma. 3. Chemical Process Technology by OP. Gupta 4. Formulation, Manufacturing & Quality control by P.P. Sharma. 5. IS 2888:2004 Toilet Soap specifications Third Revision. 6. IS 13498:2017 Specification of Bathing Bar Second Edition.	
Course Outcomes		
CO1	• To understand about the resource required for the Soap industry.	
CO2	• To learn the Soap formulation.	
CO3	• To identify the technology required for producing Soap.	
CO4	• To study the management process of the production of Soap.	
CO5	• To know about the production process of different Soap.	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	1	2	2	2	1	1
CO2	2	1	2	1	2	2	2	1	1
CO3	2	1	2	1	2	2	2	1	1
CO4	2	1	3	2	3	3	3	2	2
CO5	2	1	2	1	2	2	2	1	1
Avg	2	1	2.2	1.2	2.2	2.2	2.2	1.2	1.2

Course Code & Title	24RMUD3105: Honey Processing (Theory & practical)	
Programme	B.B.A.	Semester- V
	Credit: 4 (3+1)	Hours: 5 per week
Cognitive Level	K-1	<ul style="list-style-type: none"> Recall Traditional bee keeping, Modern beekeeping
	K-2	<ul style="list-style-type: none"> Understand the significance of honey and value-added honey products.
	K-3	<ul style="list-style-type: none"> Apply the knowledge on preparing bankable bee-keeping project
		<ul style="list-style-type: none"> To enrich the students about the bee varieties and origin of honey
		<ul style="list-style-type: none"> To equip the students in traditional, modern beekeeping procedures
		<ul style="list-style-type: none"> To create understanding of manufacturing methods and production of honey and allied products.
		<ul style="list-style-type: none"> To provide the knowledge on requirements for starting bee keeping industry
		<ul style="list-style-type: none"> To train them in preparing a feasibility study on honey processing
Units	Contents	No. of Hours
I	History of bee keeping: Definition, Bee keeping in world-wide and in India. Traditional bee keeping, Modern beekeeping, Urban or backyard beekeeping. Honey bee species and identification – Origin and distribution of species	10
II	Bee keeping techniques: Basic requirements for starting bee keeping: Getting Started in Beekeeping - Land and Buildings, Equipments and supplies - Vehicle, hives	12
III	Bee enemies, diseases, pesticide poisoning: Bee enemies - Wax Moth, Ants, Wasps, Micro organisms, Pests. Diagnosis and Identification. Mites attacking honey bees - Mite Biology, Controlling Mites, Mechanical control, Mite-tolerant stocks, Bio-pesticides, Chemical (synthetic pesticide) treatments.	14
IV	Bee products: Honey, pollen, royal jelly, bees wax, venom, Significance of bee products. Value added honey products. Properties of honey products, Nutrients and composition of honey, Acid content and flavor effects. Types of value-added honey products	12
V	Economics of bee keeping: Economic values of Commercial Beekeeping. Marketing of bee products - Marketing of honey comb and honey, pollination services - wax - marketing of pollen - marketing of royal jelly - marketing of bee venom - marketing of adult and larval bees - costing and financing the marketing activities. Preparing bankable bee keeping project funding sources for beekeeping projects - model project for beekeeping and value-added products from honey viable for rural areas. PRACTICAL 1. Identification of different bee species and castes. 2. Hive inspection. 3. Supplementary feeding and honey extraction. 4. Management of bee diseases and enemies. 5. Honey extraction, processing, bottling. 6. Bees wax rendering, purification 7. Royal Jelly preparation. 8. Bee pollen 9. Honey Amla preparation	12

	10. ESE practical examination	
References	<ol style="list-style-type: none"> 1. Dewey M. Caron, 2013. Honey Bee Biology and Beekeeping, Revised Edition. Wicwas Press, Kalamazoo. 2. Ted Hooper, 2010. Guide to Bees & Honey: The World's Best Selling Guide to Beekeeping. Northern Bee Books, Oxford. 3. Roger A. Morse, Kim Flottum, 1998. Honey Bee Pests, Predators and Diseases. Wicwas Pr; 3rd edition. 4. Craig Hughes, 2010. Urban Beekeeping: A Guide to Keeping Bees in the City. e Good Life Press, Preston. 5. Ted Hooper, By (author) Clive De Bruyn, By (author) Margaret Thomas, 2014. The Beginner's Bee Book. Stenlake Publishing, Ayrshire. 	
Course outcome		
CO1	Students acquire the methods of traditional, modern beekeeping procedures	
CO2	Empowering the students Introduction to honey bee and origin of honey	
CO3	Apply knowledge on requirements for starting bee keeping	
CO4	Provide platform to become an entrepreneur on bee products such as honey, pollen, royal Jelly, bees wax	
CO5	Preparing the students for acquiring skills on Commercial Beekeeping, Funds Mobilization from state and national banks.	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	1	2	2	2	1	1
CO2	2	1	2	1	2	2	2	1	1
CO3	2	1	2	1	2	2	2	1	1
CO4	2	2	3	2	3	3	3	2	2
CO5	2	2	3	2	3	3	3	2	2
Avg	2	1.4	2.4	1.4	2.4	2.4	2.4	1.4	1.4

Course Code & Title	24RMUD3106: Fundamentals of Yarn and Fabric Manufacturing	
Programme	B.B.A.	Semester- V
	Credit: 4 (3+1)	Hours: 5 per week
Cognitive Level	K-1	<ul style="list-style-type: none"> Remember the different kinds of textile fibre and principles spun yarn preparatory process
	K-2	<ul style="list-style-type: none"> Comprehend technical specifications principles of woven and knitted and nonwoven processes
	K-3	<ul style="list-style-type: none"> Application of different theories in spun yarn manufacturing process, weaving and fabric structures.
		<ul style="list-style-type: none"> To expose the students about the knowledge of textile fibres and yarn manufacturing process.
		<ul style="list-style-type: none"> To teach the process and working principles of Ginning, Blow room, carding, drawing and comber machines
		<ul style="list-style-type: none"> To learn about the fabric manufacturing process through weaving and woven fabric structures
		<ul style="list-style-type: none"> To educate the non-woven and technical textile product
		<ul style="list-style-type: none"> To expose the students about the knowledge of textile fibres and yarn manufacturing process.
Units	Contents	No. of Hours
I	Textile Fibres: Introduction – Classification: Natural, regenerated and synthetic fibres – Physical and Chemical properties – Applications – Recent developments Hi-performance and sustainable fibres.	10
II	Yarn Manufacturing: Introduction - Principles of Ginning, Mixing, Blow room, Carding, draw frame, Combing, Simplex, Ring spinning, Rotor spinning, Air jet spinning -Study of yarn twist and its importance. Yarn numbering system - Types - Direct system and indirect system. Yarn types and properties. Application for specific end use. Yarn defects - causes and remedies	12
III	Weaving: Preparatory process - Winding - objectives and importance. Warping - objectives and concepts. Sizing - objectives, principles and importance. Drawing-in and denting-in. Loom classification – Automatic loom and shuttleless loom. Passage of material through loom. Basic concepts and function of loom mechanisms - primary, secondary and auxiliary. Basic principles of dobby and jacquard. Weft insertion Principles of shuttleless looms- rapier, projectile, air jet and water jet looms. Woven fabric structure-plain, twill, satin- creep- huck-a beck- honey comb- double cloth-velvet.	14
IV	Knitting - basic principles, classification of knitting. Terms and principle of knitting - fabric and machine terminology. Knitting elements - needle, sinker, CAM, cylinder and dial. Needle types - beard, latch and compound needle. Yarn passage in knitting machine. Knitting cycle of weft knitting machine. Weft knit structures-Single pique- French pique-texi pique- ottoman rib-bourrlet-malino rib. Technical details of Warp knitting machine.	12
V	Nonwovens & technical textiles: Introduction – Fibres used – classification of nonwovens – web formation: Dry laid, wet laid, polymer laid – Web bonding: Mechanical, chemical and thermal bonding – Properties and applications of nonwoven. Technical textile products-Agro-textiles, medical tex-	12

	tiles, industrial textiles.	
References	<ol style="list-style-type: none"> 1. V.A. Shenai,(1997)Textile fibres 2nd Revised edition in the series, “Technology of Textile Processing” Vo.I Sevak publications, Bombay. 2. H. V. Sreenivasa Murthy.,” Introduction to Textile Fibres “., WPI,2018, ISBN:9781315359335. 3. Eric Oxtoby.,” Spun Yarn Technology”., Elsevier Science, 2015., ISBN: 9781483161808 4. Sabit Adanur., “Handbook of Weaving”, CRC Press, 2019; ISBN: 9781420031966. 5. Thomas William Fox ., “The Mechanism of Weaving”, Macmillan and Company, limited, 2010. 	
Course outcome		
CO1	Acquire knowledge on process and working principles of yarn spinning, weaving, and knitting machineries	
CO2	Describe the setting, speed and other technical specifications of different types of spinning, weaving and knitting machineries	
CO3	Calculate the production and raw material requirement of textile machinery	
CO4	Explain the important theories such as blending, cleaning, drafting, combing, spinning, warping, weaving, knitting and non-woven	
CO5	Describe the technology of woven fabric and knitted fabric production	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	1	2	3	2	1	1
CO2	2	1	2	1	2	3	2	1	1
CO3	2	1	3	1	3	3	2	1	1
CO4	2	1	2	1	2	3	2	1	1
CO5	2	1	2	1	2	3	2	1	1
Avg	2	1	2.2	1	2.2	3	2	1	1

Course Code & Title	24RMUD3107: Textile Wet Processing Management		
Programme	B.B.A.	Semester- V	
	Credit: 4 (3+1)	Hours: 5 per week	
Cognitive Level	K-1	<ul style="list-style-type: none"> Remember the different kinds of preparatory wet processing treatment for different textile fibres 	
	K-2	<ul style="list-style-type: none"> Comprehend technical specifications principles of dyeing, printing and finishing machineries of textile chemical processing 	
	K-3	<ul style="list-style-type: none"> Application of different classes of dyes on cotton, silk, viscose and blended textiles 	
		<ul style="list-style-type: none"> To provide the understanding of various preparatory techniques of textile wet processing of cotton and the methods used 	
		<ul style="list-style-type: none"> To provide the understanding of de-sizing, scouring bleaching and mercerization of cotton 	
		<ul style="list-style-type: none"> To provide the understanding of dyes and dyeing of cotton, silk and polyester fabrics 	
		<ul style="list-style-type: none"> To provide the understanding of printing and printing of cotton with various classes of dye 	
		<ul style="list-style-type: none"> To teach the concepts behind the textile effluent treatment techniques. 	
Units	Contents		No. of Hours
I	Introduction to wet processing, wet processing sequence of cotton, viscose, silk, wool, polyester, synthetic and Blends - Shearing and cropping - Singeing – De-sizing - Scouring - Bleaching– Mercerization, Process control in pre-processes.		10
II	Principles of dyeing, Dyeing of cotton- direct-reactive-vat dyes, Dyeing of silk-acid- basic, Dyeing of polyester- disperse dyes – Properties of dyes, Dyeing Machinery-Vat- jigger- jet- winch dyeing machineries. Colour fastness properties, Visual and computer colour matching.		12
III	Printing – Introduction - Print paste ingredients, Styles of printing - Roller printing machine, flat bed screen printing machine, rotary screen printing machine, thermo transfer printing machine, ink jet printing machine - Methods of fixation of prints - Advanced printing methods.		14
IV	Finishing - Mechanical finishes - Calendaring, anti – shrink finishing - Chemical finishes - Flame proof finishes, water proof and water repellent finishes, soil release finishes, anti - microbial finishes - Finishing of knitted goods - Stentering and compacting - Garment washing and finishing process.		12
V	Effluent and their characterization –physical-chemical-biological characterization, Different types of secondary and tertiary effluent treatment methods, Textiles for Sustainable Development -Eco-labels – Organic clothing – Eco-friendly processing, Introduction of solid waste management.		12

References	<ol style="list-style-type: none"> Schindler W.D. and Hauser P.J., Chemical Finishing of Textiles, Woodhead Publishing India Pvt Ltd, New Delhi, 2004. Jamshed A Khan, Eco-Friendly Textile Dyeing and Finishing, Scitus W Clerk, Introduction to Textile Printing, Newnes- Butterworths, London. Leslie W C Miles, Textile Printing, Society of Dyers and Colorists, England, 2003. Christina Cie, Ink Jet Textile Printing, Wood head Publishing India Pvt Ltd, New Delhi, 2015. Slater, Environmental Impact of Textiles-Production, Processes and Protection, Elsevier Science, 2003. Subramanian Senthilkannan Muthu., Assessing the Environmental Impact of Textiles and the Clothing Supply Chain, Elsevier Science, 2020.
Course outcome	
CO1	De sizing, scouring, mercerizing of cotton by various methods
CO2	Bleaching of cotton with calcium hypochlorite, sodium hypochlorite and hydrogen peroxide and mercerization of cotton
CO3	Dyeing of cotton, silk, viscose and polyester with various classes of dye
CO4	printing of cotton with various classes of dye
CO5	apply the various techniques of effluent treatment

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	1	2	3	2	1	1
CO2	2	1	2	1	2	3	2	1	1
CO3	2	1	2	1	2	3	2	1	1
CO4	2	1	2	1	2	3	2	1	1
CO5	2	2	3	2	3	3	3	2	2
Avg	2	1.2	2.2	1.2	2.2	3	2.2	1.2	1.2

24RMUS3105: Internship – I

Credit: 4

Hours: 4

Methodology and Scheme of Evaluation: Every student will be placed for internship for a period of four weeks. Each student will be attached to an industrial unit to acquire practical exposure and training in different functional areas of management. At the end of the training, the students must submit a report which will be evaluated jointly by an external examiner and the Internal supervisor under intimation to the Controller of Examinations.

The weightage of marks will be :

Evaluation of Report (Internal Examiner) : 40

Evaluation of Report (External Examiner) :40

Joint Viva-Voce: :20

Total Marks 100

DISCIPLINE SPECIFIC ELECTIVE (AUDIT COURSE)

Course Code & Title	24RMUAC311: Emotional Intelligence at the Workplace	
Programme	B.B.A.	Semester- V
	Credit: 0	Hours: 2 per week
Cognitive Level	K-1	Define EI, list its components, recall EI theorists
	K-2	Describe emotional regulation and empathy
	K-3	Apply EI in workplace conflict, leadership, or teamwork
		<ul style="list-style-type: none"> To define the concept of Emotional Intelligence and understand its origin and significance.
		<ul style="list-style-type: none"> To explore the core components of EI and their impact on personal and professional effectiveness.
		<ul style="list-style-type: none"> To analyze one's own emotional competencies through self-assessment tools.
		<ul style="list-style-type: none"> To apply emotional intelligence in leadership, teamwork, and conflict resolution. To integrate EI techniques for stress management and decision-making.
Units	Contents	No. of Hours
I	Introduction to Emotional Intelligence <ul style="list-style-type: none"> Meaning, definitions, and significance of Emotional Intelligence. History and development – Daniel Goleman’s model. EI vs IQ. Importance of EI in personal and professional life. 	6
II	Components of Emotional Intelligence <ul style="list-style-type: none"> Self-awareness Self-regulation Motivation Empathy Social skills Case studies and real-life examples. 	6
III	EI in Practice <ul style="list-style-type: none"> Role of EI in communication and interpersonal relationships. Emotional literacy and mindfulness. EI in conflict resolution, negotiation, and stress management. 	6
IV	EI in Leadership and Workplace <ul style="list-style-type: none"> Leadership styles and EI. Building emotionally intelligent teams. EI in decision-making and performance management. Cultural dimensions of EI. 	6
V	Tools, Assessment & Development of EI <ul style="list-style-type: none"> EI assessment tools (e.g., EQ-i, MSCEIT). Strategies for improving EI. Self-assessment and development plan. Role of coaching and feedback 	6
References	<ol style="list-style-type: none"> Daniel Goleman, <i>Emotional Intelligence: Why It Can Matter More Than IQ</i>, Bantam Books. Travis Bradberry & Jean Greaves, <i>Emotional Intelligence 2.0</i>, 	

	<p>TalentSmart.</p> <p>3. Peter Salovey & John Mayer, <i>Emotional Intelligence</i> – Journal Articles.</p> <p>4. Daniel Goleman, <i>Working with Emotional Intelligence</i>, Bantam Books.</p> <p>5. Mayer, Salovey, Caruso, <i>The Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT)</i>.</p> <p>6. Reuven Bar-On, <i>The Bar-On Emotional Quotient Inventory (EQ-i)</i>.</p>	
Course outcome		
CO1	Recall and define Emotional Intelligence and its relevance.	
CO2	Explain the five components of EI and their individual significance.	
CO3	Apply EI skills in real-life situations and interpersonal contexts.	
CO4	Analyze and manage workplace emotions using EI techniques.	
CO5	Evaluate and enhance personal EI through self-assessment tools.	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	2	2	2	1	2	2
CO2	2	1	2	2	2	2	1	2	2
CO3	3	2	2	2	3	2	2	3	3
CO4	3	3	2	3	3	2	2	3	3
CO5	3	2	2	3	3	2	2	3	3
Avg	2.6	1.8	2	2.4	2.6	2	1.6	2.6	2.6

Course Code & Title	24RMUAC312: Personality Development		
Programme	B.B.A.	Semester- V	
	Credit: 0	Hours: 2 per week	
Cognitive Level	K-1	<ul style="list-style-type: none"> Define personality, traits, and communication styles 	
	K-2	<ul style="list-style-type: none"> Understand self-concept, emotional intelligence, group dynamics 	
	K-3	<ul style="list-style-type: none"> Apply interpersonal and presentation skills in real-life scenarios 	
		<ul style="list-style-type: none"> To understand the concept and importance of personality development. 	
		<ul style="list-style-type: none"> To improve self-awareness, confidence, and communication skills. 	
		<ul style="list-style-type: none"> To develop interpersonal skills and emotional intelligence. 	
		<ul style="list-style-type: none"> To apply grooming and professional etiquette in workplace settings. To prepare students for personal effectiveness and career readiness. 	
Units	Contents		No. of Hours
I	Introduction to Personality <ul style="list-style-type: none"> Meaning and definition of personality Importance of personality development Personality traits and types (MBTI, Big Five) Factors influencing personality (genetics, environment, culture) 		6
II	Self-Awareness and Self-Esteem <ul style="list-style-type: none"> Understanding self-concept and self-image SWOT analysis (personal) Building self-esteem and self-confidence Goal setting and time management 		6
III	Communication Skills <ul style="list-style-type: none"> Verbal and non-verbal communication Listening skills and feedback Public speaking and group discussions Presentation techniques 		6
IV	Emotional Intelligence and Interpersonal Skills <ul style="list-style-type: none"> Components of emotional intelligence (Daniel Goleman) Empathy, emotional regulation, and motivation Teamwork and collaboration Conflict resolution and assertiveness 		6
V	Grooming, Etiquette, and Professionalism <ul style="list-style-type: none"> Grooming standards and dress code Business etiquette and workplace manners Interview skills and resume writing Personal branding and leadership skills 		6
References	<ol style="list-style-type: none"> Barun K. Mitra, <i>Personality Development and Soft Skills</i>, Oxford University Press Stephen Covey, <i>The 7 Habits of Highly Effective People</i>, Free Press Dale Carnegie, <i>How to Win Friends and Influence People</i> Daniel Goleman, <i>Emotional Intelligence</i>, Bantam Books Hurlock, Elizabeth B., <i>Personality Development</i>, Tata McGraw-Hill 		

Course outcome	
CO1	<ul style="list-style-type: none"> Define and describe key concepts of personality and personal traits.
CO2	<ul style="list-style-type: none"> Understand and evaluate one's own personality and areas of improvement.
CO3	<ul style="list-style-type: none"> Demonstrate effective verbal and non-verbal communication in academic and career settings.
CO4	<ul style="list-style-type: none"> Apply emotional intelligence and interpersonal skills for team and leadership roles.
CO5	<ul style="list-style-type: none"> Exhibit professional behavior through grooming, etiquette, and workplace readiness.

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	1	2	2	1	2	2
CO2	2	1	2	2	3	2	1	2	2
CO3	3	2	2	2	3	2	2	2	3
CO4	3	3	2	3	3	2	3	3	3
CO5	3	2	2	2	3	2	2	3	3
Avg	2.6	1.8	2	2	2.8	2	1.8	2.4	2.6

Course Code & Title	24RMUAC313: Logical Reasoning		
Programme	B.B.A.	Semester- V	
	Credit:0	Hours: 2 per week	
Cognitive Level	K-1	<ul style="list-style-type: none"> Define types of reasoning, identify problem types 	
	K-2	<ul style="list-style-type: none"> Explain steps in solving logical puzzles or syllogisms 	
	K-3	<ul style="list-style-type: none"> Apply reasoning methods to real-world and exam-style problems 	
		<ul style="list-style-type: none"> To develop critical thinking and logical reasoning abilities. 	
		<ul style="list-style-type: none"> To understand different types of logical reasoning questions. 	
		<ul style="list-style-type: none"> To improve analytical and problem-solving skills. 	
		<ul style="list-style-type: none"> To apply reasoning skills in academic, workplace, and competitive environments. To enhance decision-making through structured thought processes. 	
Units	Contents		No. of Hours
I	Introduction to Logical Reasoning <ul style="list-style-type: none"> Definition and scope of logical reasoning Types of reasoning: Deductive, Inductive, Abductive Difference between logic and reasoning Importance of reasoning in academics and decision-making 		6
II	Analytical Reasoning <ul style="list-style-type: none"> Number series, letter series Coding-decoding techniques Blood relations Direction sense problems 		6
III	Logical Puzzles and Arrangements <ul style="list-style-type: none"> Linear arrangements Circular arrangements Scheduling problems Matrix-based puzzles 		6
IV	Syllogisms and Statement-Based Reasoning <ul style="list-style-type: none"> Syllogism rules and Venn diagram method Statement and conclusion Statement and assumptions Statement and arguments 		6
V	Data Interpretation and Decision Making <ul style="list-style-type: none"> Data sufficiency Logical consistency Case-based reasoning Critical thinking scenarios and real-life applications 		6
References	<ol style="list-style-type: none"> R.S. Aggarwal, <i>A Modern Approach to Logical Reasoning</i>, S. Chand Publishing Arun Sharma, <i>Logical Reasoning and Data Interpretation</i>, McGraw-Hill Education Nishit Sinha, <i>Logical Reasoning for CAT</i>, Pearson Education M.K. Pandey, <i>Analytical Reasoning</i>, BSC Publishing Norman Lewis, <i>Word Power Made Easy</i> (for verbal reasoning support) 		

Course outcome	
CO1	<ul style="list-style-type: none"> Define and distinguish various types of logical reasoning and their use cases.
CO2	<ul style="list-style-type: none"> Understand and interpret logic-based problems across analytical and verbal types.
CO3	<ul style="list-style-type: none"> Solve reasoning problems using appropriate logic techniques and frameworks.
CO4	<ul style="list-style-type: none"> Apply reasoning methods to real-life and workplace problem-solving scenarios.
CO5	<ul style="list-style-type: none"> Evaluate conclusions logically and identify flawed reasoning or fallacies.

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	3	1	2	2	1	2	2
CO2	2	1	3	1	2	2	1	2	2
CO3	2	1	3	2	2	3	2	2	2
CO4	2	2	3	2	3	3	2	3	2
CO5	2	1	3	2	3	3	2	3	2
Avg	2	1.2	3	1.6	2.4	2.6	1.6	2.4	2

SEMESTER – VI

Course Code & Title	24RMUC3222: Project Management	
Programme	B.B.A.	Semester- VI
	Credit:4	Hours: 4 per week
Cognitive Level	K1	• Understanding the fundamentals of project management, including its principles and significance.
	K2	• Applying project planning tools like Gantt charts, Critical Path Method (CPM), and Program Evaluation Review Technique (PERT).
	K3	• Evaluating project performance using KPIs, Earned Value Management (EVM), and post-project review techniques.
Course Objectives	• To provide a comprehensive understanding of the project management lifecycle from inception to closure	
	• To enhance skills in using project management tools such as Microsoft Project for managing complex projects.	
	• To explore effective stakeholder management and communication strategies critical for project success	
	• To analyze risk management strategies and their application to ensure project success under varying circumstances.	
Units	Contents	No. of Hours
I	Fundamentals of Project Management This unit covers the core concepts of project management, including the project life cycle, the role of the project manager, and the organizational context of projects. Students will learn about the stages of a project from initiation to closure and the key responsibilities of a project manager in driving project success.	10
II	Project Planning and Tools Focusing on the planning phase of project management, this unit explores setting project scope and objectives, developing a Work Breakdown Structure (WBS), and managing time through scheduling techniques such as Gantt charts and PERT/CPM. Practical application includes using Microsoft Project to create and manage schedules, emphasizing the integration of project management tools to streamline project planning.	12
III	Executing and Monitoring Projects This unit delves into resource allocation, budgeting, and quality control within project execution. Students will also learn about risk management processes including identification, analysis, and response strategies. Practical exercises will include resource management and performance tracking using Microsoft Project, highlighting effective control measures to ensure project alignment with planned objectives.	14
IV	Concluding Projects and Agile Methodologies The final unit discusses the closing phase of projects, including performance measurement, stakeholder communication, and post-project evaluation. Additionally, this unit introduces Agile project management principles and the Scrum framework, comparing Agile with traditional	12

	project management methods to provide students with a broader understanding of managing projects in dynamic environments.	
V	Case studies: Students will carry out case studies on the above 4 units' topics.	
References	Textbooks (Latest Edition) 1. Information Technology Project Management, by Kathy Schwalbe, Cengage Learning. 2. Project Management: A Managerial Approach, by Jack R. Meredith and Samuel J. Mantel Jr., Wiley.	
Course Outcomes		
CO1	<ul style="list-style-type: none"> Understand the core principles, life cycle, and methodologies of project management applicable to various business scenarios. 	
CO2	<ul style="list-style-type: none"> Apply project planning and scheduling tools like Gantt charts, PERT, CPM, and Microsoft Project for effective project execution. 	
CO3	<ul style="list-style-type: none"> Analyze stakeholder roles, project scope, and communication strategies to ensure coordination and success in project delivery. 	
CO4	<ul style="list-style-type: none"> Evaluate project risks and implement mitigation strategies to manage uncertainties and improve decision-making. 	
CO5	<ul style="list-style-type: none"> Demonstrate the ability to plan, monitor, and close projects using project management tools while aligning with organizational goals. 	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	3	2	2	3	2	2	2
CO2	2	1	3	2	3	3	2	2	2
CO3	3	2	2	2	2	2	2	2	3
CO4	2	1	3	2	3	3	2	2	2
CO5	2	2	3	2	3	3	2	3	3
Avg	2.2	1.4	2.8	2	2.6	2.8	2	2.2	2.4

Course Code & Title	24RMUC3223: Retail Management	
Programme	B.B.A.	Semester- VI
	Credit:2	Hours: 2/ per week
Cognitive Level	K1	• Understanding the fundamentals of retailing, retail formats, and store operations.
	K2	• Understanding the fundamentals of retailing, retail formats, and store operations.
	K3	• Evaluating retail expansion strategies, franchising, and international re-tailing.
Course Objectives	• Understand the Fundamentals of Retail Management – Learn key concepts, functions, and significance of the retail industry	
	• Analyze Consumer Behavior in Retail – Study customer preferences, shopping patterns, and factors influencing purchase decisions.	
	• Develop Effective Retail Strategies – Learn about store layout, merchandising, pricing, and promotional strategies to attract customers.	
	• Master Retail Operations and Supply Chain Management – Understand inventory control, logistics, and vendor management for efficient retail operations.	
	• Explore Retail Formats and Emerging Trends – Study traditional and modern retail formats, including e-commerce, omnichannel, and experiential retailing.	
Units	Contents	No. of Hours
I	Retailing – Meaning – Characteristics and Functions – Retail Management – Marketing concepts applied to Retailing – Retailing as career –Trends in retailing	10
II	Retail Model and Theories of structural changes in retailing – Classification of retailers and retail markets – Life cycle and phase in growth of retail markets – Methods of customer interaction.	12
III	Retail location strategy – Retail location theories Importance of location decision – Types of location decision and its determining factors – Site selection analysis – Selection of shopping centre or market – Location assessment procedures.	14
IV	Retail in India – Evaluation and Size of retail in India – Drivers of retail change in India – Foreign Direct Investment in retail – Challenges to retail developments in India- Recent Trends in Retailing in India- On line Retailing	12
V	Global retail market: Strategic planning process for global retailing – Challenges facing global retailers – Challenges and threats in global retailing – Factors affecting the success of a global retailing strategy.	12
References	1. Retail Management- Chetan Bajaj, Rahnish Tuli and Nidhi V. Srivastava, Oxford University 2. Modern Retail Management – Principles and Techniques, J.N. Jain and P.P. Singh, Regal Publications, New Delhi-27. 3. Retailing Management – Text and Cases, Swapna Pradhan, Tata McGraw Hill, 2nd Edition 4. Retail Management, S.L. Gupta, Wisdom Publications, Delhi.	

Course Outcomes	
CO1	<ul style="list-style-type: none"> Understand the fundamentals, structure, and evolution of the retail industry in national and global contexts.
CO2	<ul style="list-style-type: none"> Analyze consumer behavior, buying patterns, and market trends relevant to the retail environment.
CO3	<ul style="list-style-type: none"> Apply strategies related to store location, layout design, merchandising, and inventory management.
CO4	<ul style="list-style-type: none"> Evaluate the role of retail technology, CRM, and supply chain in enhancing retail performance.
CO5	<ul style="list-style-type: none"> Develop retail marketing strategies, pricing techniques, and promotional plans to improve customer engagement and sales.

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	2	2	2	2	2	2
CO2	2	1	3	2	2	2	2	2	2
CO3	2	1	3	2	3	3	2	2	2
CO4	2	1	3	2	3	3	2	2	2
CO5	3	2	3	2	3	3	3	2	3
Avg	2.2	1.2	2.8	2	2.6	2.6	2.2	2	2.2

DISCIPLINE SPECIFIC ELECTIVES –III

FINANCE SPECIALISATION

Course Code & Title	24RMUD3224: Goods & Service Tax	
Programme	B.B.A.	Semester- VI
	Credit:4	Hours: 4/ per week
Cognitive Level	K1	<ul style="list-style-type: none"> • Understanding the fundamentals of Goods and Services Tax (GST) and its structure.
	K2	<ul style="list-style-type: none"> • Applying GST calculation methods, including taxable value and tax liability computation.
	K3	<ul style="list-style-type: none"> • Evaluating GST's role in economic development, trade, and business operations.
Course Objectives	<ul style="list-style-type: none"> • Analyse the legal provisions governing GST and Customs Duty to comprehend their scope and application in business transactions. 	
	<ul style="list-style-type: none"> • Examine the tax implications of GST and Customs Duty on different business activities. 	
	<ul style="list-style-type: none"> • Explain procedures and methods to calculate GST liabilities and Customs Duty obligations accurately, ensuring compliance with relevant laws and regulations. 	
	<ul style="list-style-type: none"> • Orient with the practical application of GST and Customs Duty in business decision-making processes 	
	<ul style="list-style-type: none"> • Provide knowledge of latest amendments and changes in GST and Customs Duty laws to adapt business strategies and practices accordingly 	
Units	contents	No. of Hours
I	Goods and Service Taxes (GST) – Overview and Concepts Fundamentals of GST, Constitution {101st Amendment} Act 2016, Tax Structure in India, Types of Taxes – Direct and Indirect Taxes. Introduction to GST – need for GST, origin, Constitutional amendment for bringing GST, one nation one tax, objectives, structure, GST council, tax rates, GST vis-à-vis earlier tax laws, advantages, disadvantages.	10
II	Levy, Collection and Input Tax Credit Meaning of Supply, scope of supply, types of Supplies – Composite and Mixed Supplies. Levy and Composition, Composition of Levy. Persons liable to pay GST, Time of Supply and Value of Supply. Input Tax Credit – eligible and ineligible tax credit. Availability of Tax Credit under special circumstances-	12
III	Filing of GST Returns and Audit Overview of GSTR 1- GSTR 3B - GSTR 4 GSTR 5- GSTR6- GSTR7-GSTR8- GSTR – 9 GSTR10- GSTR11. Audit by tax authority's U/s 65 – Special Audit U/s 66- Audit by department-Power of Departmental Audit – Returns- Authorization to Audit – Audit Procedure – Duration of Audit- Audit Findings	14
IV	Customs Duty Introduction- Basic Concepts - Territorial Waters - High Seas – Types of Customs Duties - Basic customs duty - Protective duties - Safeguard duty – Countervailing Duty on subsidized articles - Anti-dumping duty – Baggage - Valuation - Baggage Rules and Exemptions. Procedure (including warehousing)	12

V	Export Procedure - Deemed Exports Duty drawback - Customs (Import of Goods at Concessional Rate of Duty) Rules, 2017 - Valuation of Imported Goods -Valuation of Export Goods.	12
References	Textbooks (Latest Editions) 1. Datey, V. S.; Indirect Taxes. Taxmann Publications Pvt. Ltd. 2. Balachandran, V. ; Indirect Tax Laws. Sultan Chand & Sons. 3. Datey, V. S.; GST and Customs Law. Taxmann Publications Pvt. Ltd. 4. Singhania, V. K., & Singhania, K.; Indirect Taxation. Taxmann Publications Pvt. Ltd. 5. Sahay, B. S., & Ranjan, R.; Goods and Services Tax (GST). Cengage Learning India.	
Course Outcomes		
CO1	Describe the legal framework of GST and Customs Duty, including key provisions, regulations thereby explaining the tax implications on various business transactions	
CO2	Interpret tax laws and regulations to assess the impact of GST and Customs Duty on business operations and compliance requirements.	
CO3	Calculate GST liabilities and Customs Duty obligations for different business scenarios and solve practical taxation problems related to the two.	
CO4	Analyse the implications of GST and Customs Duty on business decisions, considering factors such as cost, risk, and compliance for effective planning thereby minimizing tax liabilities.	
CO5	Create compliance frameworks for businesses to ensure adherence to GST and Customs Duty regulations	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	3	2	2	2	3	2
CO2	2	1	2	3	2	2	2	3	2
CO3	2	1	3	2	3	3	2	3	2
CO4	2	2	3	3	3	3	3	3	3
CO5	2	2	3	3	3	3	3	3	3
Avg	2	1.4	2.6	2.8	2.6	2.6	2.4	3	2.4

MARKETING SPECIALISATION

Course Code & Title	24RMUD3225: Retail Marketing	
Programme	B.B.A.	Semester-IV
	Credit:4	Hours: 4 per week
Cognitive Level	K-1 • Explain the core principles of retail marketing and consumer behavior.	
	K-2 • Develop and implement retail marketing strategies using traditional and digital marketing channels.	
	K-3 • Apply customer relationship management (CRM) techniques in retail marketing.	
Course Objectives	<ul style="list-style-type: none"> • Understand the fundamental concepts of retail marketing and its role in the modern business environment. • Analyze consumer behavior in the retail sector and its impact on retail marketing strategies. • Apply various retail marketing mix elements, including product, pricing, promotion, and placement strategies. • Evaluate the role of digital and Omni channel marketing in shaping the future of retail. • Assess the impact of technological advancements, sustainability, and ethical considerations in retail marketing. 	
Units	Contents	No. of Hours
I	Introduction to Retailing: Definition, Characteristics, Theories of Retailing; Emerging trends in retailing; Evolution of retailing in India; Factors behind the change of Indian retail industry; Retail Formats: Retail institutions by ownership, Retail institutions by Store-Based Strategy Mix, Web, and Non-store based, and other forms of Non-traditional Retailing; Retail consumers.	14
II	Retail Marketing Mix, Advertising & Sales Promotion, Store Positioning; Retail Merchandising: Buying Organization Formats and Processes, Devising Merchandise Plans, Shrinkage in retail merchandise management; Mark-up & Markdown in merchandise management	12
III	Merchandise Pricing: Concept of Merchandise Pricing, Pricing Objectives, External factors affecting a retail price strategy, Pricing Strategies, Types of Pricing. Retail People Strategy	10
IV	Retail Finance strategy; Retail Location Strategy- Choosing a Store Location: Trading-Area analysis, characteristics of trading areas, Site selection, Types of locations, location and site evaluation: theories and application. Store Planning: Design & Layout, Introduction to Visual merchandising, Retail Image Mix, effective retail space management, floor space management;	14
V	Buying and Merchandising strategy; Service Strategy; Customer Relationship and Customer experience; IT in retailing; E-tailing, quick commerce.	10
References	Textbooks: <ol style="list-style-type: none"> 1. Levy, M., Weitz, B. A., & Grewal, D. (2019). <i>Retailing management</i> (10th ed.). McGraw-Hill Education. 2. Berman, B., & Evans, J. R. (2018). <i>Retail management: A strategic approach</i> (13th ed.). Pearson. 3. Kotler, P., Keller, K. L., & Chernev, A. (2022). <i>Marketing management</i> (16th ed.). Pearson. 	

	<ol style="list-style-type: none"> 4. Dunne, P. M., Lusch, R. F., & Carver, J. R. (2019). <i>Retailing</i> (9th ed.). Cengage Learning. 5. Fernie, J., & Sparks, L. (2019). <i>Retail logistics: Changes and challenges</i> (3rd ed.). Kogan Page. <p>Reference Books:</p> <ol style="list-style-type: none"> 1. Varley, R. (2021). <i>Retail product management: Buying and merchandising</i> (3rd ed.). Routledge. 2. Zentes, J., Morschett, D., & Schramm-Klein, H. (2017). <i>Strategic retail management: Text and international cases</i> (3rd ed.). Springer. 3. Turban, E., Outland, J., King, D., Lee, J. K., Liang, T. P., & Turban, D. C. (2018). <i>Electronic commerce 2018: A managerial and social networks perspective</i>. Springer. 4. Dawson, J. (2020). <i>Retail marketing and branding: A new approach for success in retailing</i> (3rd ed.). Wiley. 	
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Course Outcomes	
C01	<ul style="list-style-type: none"> • Explain key retail marketing concepts and their significance in the global market.
C02	<ul style="list-style-type: none"> • Analyze customer preferences and shopping behavior to develop effective retail marketing strategies.
C03	<ul style="list-style-type: none"> • Apply retail marketing mix strategies to optimize sales and consumer engagement.
C04	<ul style="list-style-type: none"> • Utilize digital marketing tools and techniques in the retail sector to enhance brand presence and customer experience.
C05	<ul style="list-style-type: none"> • Evaluate case studies and real-world scenarios to propose innovative retail marketing solutions.

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	2	2	2	2	2	2
CO2	2	1	3	2	2	2	2	2	2
CO3	3	2	3	2	3	3	2	2	3
CO4	2	1	3	2	3	3	2	2	2
CO5	2	1	3	2	3	3	2	2	2
Avg	2.2	1.2	2.8	2	2.6	2.6	2	2	2.2

HUMAN RESOURCE MANAGEMENT SPECIALISATION

Course Code & Title	24RMUD3226: Cross Culture HRM	
Programme	B.B.A.	Semester- VI
	Credit:4	Hours: 4 per week
Cognitive Level	K1	<ul style="list-style-type: none"> • Understanding the concept of culture and its impact on HRM.
	K2	<ul style="list-style-type: none"> • Applying cross-cultural theories to HR functions like recruitment, training, and performance management.
	K3	<ul style="list-style-type: none"> • Analyzing case studies on multinational corporations and their cross-cultural HR practices.
Course Objectives	<ul style="list-style-type: none"> • To provide students with a robust understanding of Cross-Culture HR practices and issues. • To provide an understanding of the impact of culture on human resource management practices across the globe and ways to manage cross cultural issues in MNCs and other organizations operating beyond their home markets • To sensitize how HR can contribute as a strategic partner in enhancing a multinational organization's performance and competitive advantage. • To introduce ideas borrowed from ancient Indian Philosophy and texts for cross-cultural management 	
Units	Contents	No. of Hours
I	Introduction to Cross-Cultural HRM: Meaning and functions of Cross-Culture HRM; Facets of the cross-cultural HRM function including global workforce planning and international assignee selection and management; Differences between Domestic and Cross-Cultural HRM; Key international HRM issues related to: Employee Participation, Work-Life Balance, Ethics in Business, Employee Contribution, Employee Safety, Apprenticeships, State Controlled Free Trade, Militant Unionism; Protectionist Perceptions and Impact on Cross-Cultural HR.	10
II	The Impact of Culture Concept and Elements of Culture: Cultural Environment and HRM: Dimensions of Culture; Hofstede's Cultural Dimensions, Individual perspectives; Language and Interpretation challenges, High and Low context cultures, Gender biases, Employee Behavior, interaction with social and governmental institutions, managing vendor and retail channels; Emerging and growing business centers and economies; Ubiquity of, and preference for, local norms and HR practices in Cross-Cultural HRM; Impact on doing business (Institutions, Distance, Power, Decision Making, People Management, Delegation, Corruption, Quality Benchmarks Etc.); Discrimination in policies; Diversity and Sensitivity Trainings; Leadership for Cross Cultural Workforce	12
III	Expatriates and Inpatriates in Global Workforce and their Management: Factors supporting the creation of a globally mobile workforce; Expatriates and Inpatriates, Factors affecting movement decisions, specific requirements of expatriation and in patriation movements; Approaches to cultural orientation and movement (ethnocentric, Regio centric, polycentric); Operating realities and availability of facilities and resources at home and non-home operations; Specific situations of women and special needs managers; Evaluating performance of "moved" employees; Evaluation bi-	14

	ases, Needs and issues; Evaluating the impact of expatriation in performance and costs	
IV	Cross-Culture HRM practices and emerging trends & challenges in cross-culture HRM Cross-cultural Workforce Planning and Staffing; Cross-cultural Recruitment, Selection and Repatriation, managing diversity in hiring and other HR practices on an International HRM level; Cross-Cultural Training and Management Development; Issues related to International Compensation, Benefits and Taxes, , Reallocation Expenses, Value of Money, Base for Salary, Tax management, Productivity Stabilization Time; Cross-Cultural Employee Performance Management, Stereotyping and related cultural issues and managing their impact on employees	12
V	Case studies: Students will carry out case studies on the above 4 units' topics.	12
References	1. Dowling P.J., Festing, M. and Engle Sr., A.D., International Human Resource Management, Cengage Learning. 2. Tarique, I., Briscoe, D. and Schuler, R.), International Human Resource Management: Policies and Practices for Multinational Enterprises. Fifth edition. London: Routledge. 3. Lazarova, Mila., et. al., Essentials of Human Resource Management- Managing People Globally, Edward Elgar Publishing. 4. Rao, P.S., International Human Resource Management, Himalaya Publishing House.	
Course Outcomes		
CO1	<ul style="list-style-type: none"> Understand and remember the differences between Domestic HR practices and International HRM practices. 	
CO2	<ul style="list-style-type: none"> Understand some of the key HR challenges facing organizations working internationally. 	
CO3	<ul style="list-style-type: none"> Understand and remember in detail the various international HR practices. 	
CO4	<ul style="list-style-type: none"> Understand and analyze various emerging trends, issues and challenges involved in managing people worldwide 	
CO5	<ul style="list-style-type: none"> Develop strategies to manage cultural diversity, expatriate assignments, and global talent mobility. 	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	2	2	2	2	2	2
CO2	2	1	2	2	2	2	2	2	2
CO3	2	1	2	2	2	2	2	2	2
CO4	2	2	3	3	3	3	3	3	3
CO5	2	2	3	3	3	3	3	3	3
Avg	2	1.4	2.4	2.4	2.4	2.4	2.4	2.4	2.4

BUSINESS ANALYTICS SPECIALISATION

Course Code & Title	24RMUD3227: Social Media and Web Analytics	
Programme	B.B.A.	Semester-VI
Credit:4	Hours: 4/per week	
Cognitive Level	K-1	<ul style="list-style-type: none"> • Explain the role of social media in marketing and brand building.
Cognitive Level	K-2	<ul style="list-style-type: none"> • Develop and implement targeted social media marketing campaigns.
Cognitive Level	K-3	<ul style="list-style-type: none"> • Optimize PPC and web analytics strategies for better marketing outcomes.
Course Objectives	<ul style="list-style-type: none"> • Understand the fundamentals of social media marketing and its role in modern marketing strategies. • Develop and implement a social media marketing plan, including content creation, audience targeting, and engagement strategies. • Apply social media analytics tools to track performance, measure success, and optimize campaigns. • Analyze Pay-Per-Click (PPC) advertising strategies, including keyword research, bidding, and conversion optimization. • Utilize web analytics tools such as Google Analytics to assess website traffic, user behavior, and marketing effectiveness. 	
Units	Contents	No. of Hours
I	Introduction social media and its role within Marketing, Rules of engagement for Social media marketing Target audience – Influencers – Message/Content, Developing a Social media marketing plan Scope and marketing utility of blogging, micro-blogging, Using blogs for brand building & lead generation, Blog Analytics and Performance Tracking, social networks, social bookmarking, collaboration, video sharing, podcasts, picture sharing, live streaming, webinars	12
II	Social Media Data Management Social media analytics, social media metrics – Introduction to analytics tools for popular social media (Facebook, Twitter, LinkedIn, YouTube, Instagram), Social media monitoring and Online reputation management.	12
III	Social Media Measurements :Pay per Click Marketing (PPC), need PPC, Google Ad Words Account Structure, Facebook PPC Account Structure, CPC & “Click-through-Rate” (CTRs), “Cost/Conversion”, increase CTR & Conversion, Define Tracking Code- Doing Keyword Research for PPC, Keyword Research- Difference between SEO & PPC keywords, Ads for PPC Campaigns, Bidding, Quality Score, Score Effect on Bids, Increase Position on Search, Conversion rates, ‘Calls to Action’ (CTA), Cost/Conversion, PPC reporting structure, Campaign Performance Reports	12
IV	Introduction to Web Analytics Definition and Importance of Web Analytics, Key Metrics: Page Views, Visits, Unique Visitors, Bounce Rate, Conversion Rate, Understanding Website Traffic Sources: Direct, Referral, Organic, Paid	12
V	Google Analytics Fundamentals: Setting Up Google Analytics Account, Tracking Code Implementation, Dashboard Overview and Customization, Understanding Reports: Real-Time, Audience, Acquisition, Behavior, and Conversions	12

References	<p>Suggested Books:</p> <ol style="list-style-type: none"> 1. Social Media Marketing: A Strategic Approach,. Barker, Barker, Bormann, Zahay and Roberts, 2017, Cengage Learning 2. Social Media Marketing (3e), Tuten and Solomon, 2018, Sage 3. Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity", Avinash Kaushik 4. Google Analytics Breakthrough: From Zero to Business Impact", FerrasAlhlou, Shiraz Asif, Eric Fettman 5. Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World ,Chuck Hemann, Ken Burbary <p>Reference Books:</p> <ol style="list-style-type: none"> 1. Evans, D. (2020). <i>Social media marketing: The next generation of business engagement</i> (3rd ed.). Wiley. 2. Tuten, T. L. (2021). <i>Social media marketing</i> (4th ed.). Sage Publications. 3. Chaffey, D., & Ellis-Chadwick, F. (2022). <i>Digital marketing: Strategy, implementation and practice</i> (8th ed.). Pearson. 4. Cutroni, J. (2018). <i>Google Analytics</i> (3rd ed.). O'Reilly Media. <p>Scott, D. M. (2022). <i>The new rules of marketing and PR: How to use content marketing, social media, AI, live video, and newsjacking to reach buyers directly</i> (8th ed.). Wiley.</p>
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Course Outcomes	
CO1	<ul style="list-style-type: none"> • Explain key concepts of social media marketing, including content strategy, influencer marketing, and audience engagement.
CO2	<ul style="list-style-type: none"> • Develop and execute social media marketing campaigns across platforms like Facebook, Twitter, LinkedIn, Instagram, and YouTube.
CO3	<ul style="list-style-type: none"> • Utilize social media analytics tools to monitor online reputation, track performance, and optimize digital marketing strategies.
CO4	<ul style="list-style-type: none"> • Implement PPC advertising techniques using platforms like Google AdWords and Facebook Ads to increase brand visibility and conversions.
CO5	<ul style="list-style-type: none"> • Analyze web traffic data and user behavior using Google Analytics to improve digital marketing effectiveness.

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	2	3	2	2	2	2
CO2	2	1	3	2	3	3	3	2	2
CO3	2	1	3	2	3	3	3	2	2
CO4	2	1	3	2	3	3	3	2	2
CO5	2	1	3	2	3	3	3	2	2
Avg	2	1	2.8	2	3	2.8	2.8	2	2

INTERNATIONAL BUSINESS SPECIALISATION

Course Code & Title	24RMUD3228: Global Business Environment	
Programme	B.B.A.	Semester- VI
	Credit:4	Hours: 4 per week
Cognitive Level	K1	• Remembrance of the Statistics and logic concepts
	K2	• Analyse the different types of statistics tools to understand their specific uses.
	K3	• Learn the steps involved in preparing a balance sheet effectively.
Course Objectives	• The objective of this course is to understand the concept of globalization and its impact on businesses worldwide.	
	• To analyze the interplay of economic, political, and cultural factors in the global business environment.	
	• To evaluate the opportunities and challenges of operating in diverse international markets, develop strategies for managing risks and adapting to changes in the global business landscape.	
	• Apply theoretical concepts to real world case studies and scenarios	
Units	Contents	No. of Hours
I	Global Business Environment: Definition and Scope - Historical Evolution - Key phases - Key Drivers - Multinational Enterprises (MNEs): Characteristics, strategies, and market entry modes; Impact of MNEs: Economic, cultural, and environmental influences on host and home countries	10
II	Environments of Global Business Overview of the PESTEL Framework: components; Political Environment: Economic Environment: Social Environment: Technological Environment: Ecological Environment: and impact on business	12
III	International Organizations and Agreements General Agreement on Trade and Tariffs (GATT) – Concept; World Trade Organization (WTO)- Functions, Organizational Structure; The WTO Agreements - Salient feature of Uruguay Round Agreement Dispute Settlement Mechanism, Ministerial Conferences International Economic Organizations: Introduction, Objectives, Organizational Structure and Functions; International Monetary Fund (IMF)	14
IV	Globalism vs Regionalism Evolution of regional trade agreements (RTAs); United States–Mexico–Canada Agreement (USMCA), European Union (EU), Association of Southeast Asian Nations (ASEAN), Mercosur (Southern Common Market), Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP); Emerging trends and challenges.	12
V	World Bank Group International Bank for Reconstruction and Development (IBRD) & International Development Association (IDA); Organisation for Economic Co-operation and Development (OECD); United Nations Conference on Trade and Development (UNCTAD); IFC International Finance Corporation; Asian Development Bank (ADB)	12

References	1. International Business: Competing in the Global Marketplace, 14th Edition, McGraw Hill, and Charles Hill 2. Global Business. 3rd Ed. Cengage, Learning, Peng, M. 3. International Business Environments and Operations. 16th Ed. Harlow: Pearson, Daniel S, J. D., Radebaugh, L. H. and Sullivan D. P
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Course Outcomes	
CO1	<ul style="list-style-type: none"> Understand and describe the main features of the international business environment and its primary institutions. (Bloom's Level: Remember, Understand)
CO2	<ul style="list-style-type: none"> Analyze the political, social, economic, technological, and other configurations that support cross-border trade. (Bloom's Level: Analyzing)
CO3	<ul style="list-style-type: none"> Apply an understanding of the different modes of engagement with international markets and explore the interconnectedness between these and the economic, legal, governmental, political, regulatory, cultural, and other environments in which expanding companies operate. (Bloom's Level: Applying, Analyzing) .
CO4	<ul style="list-style-type: none"> Evaluate the key decisions that multinational firms make in relation to the choice of markets and entry strategies (Bloom's Level: Evaluating)
CO5	<ul style="list-style-type: none"> Examine the role of multinational corporations (MNCs) and foreign direct investment (FDI) in global markets.

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	2	2	2	2	2	2
CO2	2	1	3	2	2	2	2	2	2
CO3	2	1	3	3	3	3	3	2	2
CO4	2	2	3	3	3	3	3	3	2
CO5	2	1	3	2	2	2	2	2	2
Avg	2	1.2	2.8	2.4	2.4	2.4	2.4	2.2	2

SUPPLY CHAIN MANAGEMENT SPECIALISATION

Course Code & Title	24RMUD3229: Logistics and Distribution Management	
Programme	B.B.A.	Semester- VI
	Credit:4	Hours: 4 per week
Cognitive Level	K1	<ul style="list-style-type: none"> • Remembrance of the Statistics and logic concepts
	K2	<ul style="list-style-type: none"> • Analyse the different types of statistics tools to understand their specific uses.
	K3	<ul style="list-style-type: none"> • Learn the steps involved in preparing a balance sheet effectively.
Course Objectives	<ul style="list-style-type: none"> • To understand the strategic role of supply chain management in enhancing organizational competitiveness. 	
	<ul style="list-style-type: none"> • To explore the design and optimization of supply chain networks, particularly for e-commerce. 	
	<ul style="list-style-type: none"> • To examine the impact of sourcing and pricing decisions on supply chain efficiency and effectiveness. 	
	<ul style="list-style-type: none"> • To develop skills in coordinating and managing supply and demand in a globalized market environment 	
	<ul style="list-style-type: none"> • To develop skills in coordinating and managing supply and demand in a globalized market environment. 	
Units	Contents	No. of Hours
I	Introduction to Supply Chain Management- the role of supply chain management in organizations, achieving strategic fit, and understanding supply chain drivers and metrics. Students will learn about the integral nature of supply chains in aligning business strategies with operational capabilities to enhance performance and competitiveness.	10
II	Supply Chain Network Design Students will learn to design distribution networks with a focus on e-business applications and global supply chain networks. This unit covers the strategies and challenges of creating efficient and responsive supply chain networks that align with business objectives and the dynamic nature of global markets.	12
III	Sourcing and Pricing Strategies This unit addresses sourcing decisions and pricing management within supply chains. Students will explore various sourcing strategies and pricing models that can be employed to optimize revenue management and cost-efficiency in supply chains, with a particular focus on e-commerce dynamics.	14
IV	Demand and Supply Coordination Focusing on the synchronization of demand forecasting, aggregate planning, and sales operations planning,	12
V	Supply chain activities to balance demand and supply efficiently. Demand forecasting techniques, aggregate planning strategies, and the importance of coordination across the supply chain.	12
References	Textbooks and References (Latest Editions): 1. Supply Chain Management: Strategy, Planning, and Operation, 7th ed., by Sunil Chopra & Peter Meindl, Pearson. 2. Logistics & Supply Chain Management, 5th ed., by Martin Christopher, Pearson.	

Course Outcomes	
CO1	• Explain the Fundamentals of Logistics and Distribution – Understand the key principles, functions, and role of logistics in supply chain management.
CO2	• Analyze Transportation and Warehousing Systems – Evaluate different modes of transportation, storage methods, and inventory management techniques.
CO3	• Optimize Supply Chain Efficiency – Apply logistics strategies to improve cost-effectiveness, reduce lead times, and enhance customer satisfaction.
CO4	• Leverage Technology in Logistics – Utilize modern tools such as AI, IoT, blockchain, and automation to enhance logistics and distribution processes.
CO5	• Implement Sustainable and Risk-Resilient Logistics Practices – Develop environmentally friendly and risk-mitigation strategies to ensure efficient and ethical logistics management.

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	2	2	2	2	2	2
CO2	2	1	3	2	2	3	2	2	2
CO3	2	1	3	2	3	3	3	2	2
CO4	2	1	3	2	3	3	3	3	2
CO5	2	1	3	3	3	3	3	3	2
Avg	2	1	2.8	2.2	2.6	2.8	2.6	2.4	2

**DISCIPLINE SPECIFIC ELECTIVE – IV
RURAL INDUSTRIES – II**

Course Code & Title	24RMUD3208: Composting Technologies (Theory& Practical)		
Programme	B.B.A.	Semester- VI	
	Credit:4 (3+1)	Hours: 5 per week	
Cognitive Level	K1	Recall the functioning of the composting technologies.	
	K2	Understand the production process composting technologies.	
	K3	Adapt composting technologies in agricultural fields.	
Course Objectives	<ul style="list-style-type: none"> • To understand about the Bio-manure. • To Identifying the sources of waste for composting. • To know the process ad methods of bio-manure preparation. • To maintain and check the quality of bio-manure. • To know the preparation of financial feasibility report 		
	Units	Contents	No. of Hours
	I	Bio Manure and Crop Production: Role of Bio manure in crop production and soil fertility management – Crops and its requirement of nutrients – Bio-manure applying methods and its applications.	10
	II	Sources of Waste: Organic Waste - Agricultural waste – Animal waste - collection and separation of wastes, availability of different types of waste – materials used for composting	12
	III	Methods of Bio-manure Preparations: Aerobic method of composting – vermi composting – Anaerobic method of composting – Use of EM (Effective microorganism) technology in composting techniques – field visits.	14
IV	Quality of Bio-manure: Maintenance of Bio-manure quality – Seal of Testing Assurance – certification of quality – packaging-field visits	12	
V	Marketing of Bio-manure: Through SHGs - advertisement – Through KVK – Social media talks – Financial feasibility report to start composing unit.	12	
References	<ol style="list-style-type: none"> 1. Clive A. Edwards Norman, (Jan 2011), Vermi Culture Technology Arangan CRC - Press, Ohio state Univeristy, USa University of Hawaii. 2. Neha publishers & Distributors (2011), "Hand book of organic farming & composting Technology", New Delhi ISBN NO: 9380090080 3. Mansoor Ali, (2004), "Sustainable composing" WEDC, Laogh borough unversity UK. ISBN: 1-843800713 84. 4. Peter Lawson Jones Cleveland, (2008), "Composting guide", OhioU-SA. 5. "Composting" by Harold B. Gotaas - 2007. WHO publication, Geneva. 		
Course Outcomes			
CO1	Give the knowledge of the composting manufacturing industry		
CO2	Known the composting manufacturing process		
CO3	Know the sources of raw materials and feasibility		
CO4	Learn about the quality testing and certifications of compost		
CO5	Know the preparation of financial feasibility report		

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	2	3	2	2	2	1
CO2	2	1	2	2	2	2	2	2	1
CO3	2	1	3	2	3	3	3	2	2
CO4	2	1	2	3	2	2	2	3	2
CO5	2	1	3	2	3	3	3	2	2
Avg	2	1	2.4	2.2	2.6	2.4	2.4	2.2	1.6

Course Code & Title	24RMUD3209: Soap and Detergents Industry (Theory & Practical)	
Programme	B.B.A.	Semester - VI
	Credit:4 (3+1)	Hours: 5 per week
Cognitive Level	K-1	• Understand basic concepts of Detergent.
	K-2	• Understand Raw materials for Detergent process.
	K-3	• Understand the Formulation of Detergents for house hold products.
Course Objectives	• To understand about the resource required for the detergent industry.	
	• To learn the detergent products formulation.	
	• To identify the technology required for producing detergent.	
	• To study the management process of the production of detergent cake.	
	• To know about the production process of different detergent products.	
UNIT	Content	No. of Hours
I	Basic Concepts of Detergent Products: -Definition of detergent and their classification - Physico chemical properties of detergent solution.	10
II	Raw Materials for Detergent process: Surfactant – Alkali – Filler – Binder – Builder – Colorant - Optical brightener – Bleach – Enzyme - Perfumes.	10
III	Formulation of Detergents for house hold products- Detergent cake – Powder - Scouring powder – Liquid detergent – dish wash liquid - Floor cleaner - Toilet cleaner - Fabric softener.	15
IV	Indian standards for Detergent products: -Detergent cake, Powder, Scouring powder – Liquid detergent – dish wash liquid.	10
V	Practical: -Preparation of detergent cake – Detergent powder – Scouring powder – dish wash liquid - liquid detergent - fabric softener, -Toilet cleaner - Floor cleaner -Testing: ph – lather - mush - washing efficiency.	15
References	References 1. Hand book of Detergents part D: Formulation by Michael S.Showell. 2. Hand book of Detergents part A: Properties by Michael S.Showell. 3. Laundry Detergents by Edward & Smulders. 4.The complete technology on detergents second revised edition by NIIR board consultant and engineers 5.IS 4955:2020 Household laundry detergent powder.	
Course Outcomes		
CO1	• To understand about the resource required for the detergent industry.	
CO2	• To learn the detergent products formulation.	
CO3	• To identify the technology required for producing detergent.	
CO4	• To study the management process of the production of detergent cake.	
CO5	• To know about the production process of different detergent products.	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	2	3	2	2	2	1
CO2	2	1	2	2	2	2	2	2	1
CO3	2	1	3	2	3	3	3	2	2
CO4	2	1	3	2	2	3	3	2	2
CO5	2	1	3	2	3	3	3	2	2
Avg	2	1	2.6	2	2.6	2.6	2.6	2	1.6

Course Code & Title	24RMUD3210: Food Science and Quality Control (Theory & Practical)	
Programme	B.B.A.	Semester- VI
	Credit:4 (3+1)	Hours: 5 per week
Cognitive Level	K1	K-1: Understand the significance of food and its quality
	K2	K-2: Recall the theory of classification of foods and nutritional benefits
	K3	K-3: Apply the knowledge to understand Food control and enforcement
Course Objectives	<ul style="list-style-type: none"> • To study about the classification and constituents of foods • To give knowledge about food adulteration and prevention • To provide them food hygiene and sanitation practices • To train them with food industry sanitation check list (HACCP) • To equip the students about the regulations of State, Central governments and its recent amendments 	
Units	Contents	No. of Hours
I	Significance of Food Properties: Food and its quality – classification of foods – functions of food – industrial based classification. Constituents of foods, properties and significance – food as a source of nutrients. Micro nutrients, macro nutrients – water, carbohydrates, protein, fats, minerals, vitamins – functions, sources and their requirements	10
II	Food quality and Spoilage: Introduction to microbiology – types of microbes, difference between prokaryotes and eukaryotes – bacteria, moulds, enzymes. Food quality, food spoilage, food contamination, criteria for judging the quality of food, conditions leading to spoilage - signs of spoilage.	12
III	Food Control Agencies: National & International Food control and enforcement agencies – International agencies - WHO, National agencies CFTRI, IIFPT - Food Standards - Regulations under MOFPI – certification of ISI, AGMARK, FSSAI, HACCP, FPO, PFA – location of the industry, provision of ventilation, lighting, drainage, roof structure, fly proof provisions, workers amenities etc.,	14
IV	Food Adulteration: Food adulteration - necessity of study - prevention of food adulteration – common food adulterants and health hazards – simple tests for detection of adulteration - consumer protection regulatory bodies - FSSAI, regulations and requirements – obtaining FSSAI – Application form etc.	12
V	<p>Food Hygiene and Sanitation: Food hygiene – food industry sanitation check list - advantages of food sanitation – components of water analysis – food borne illness – management of disposal of waste – pest control management – pollution abatement</p> <p>PRACTICAL</p> <ol style="list-style-type: none"> 1. A microscopic vision on bacteria and drawing of a labeled diagram 2. A microscopic vision on mould and drawing of a labeled diagram 3. Simple test for identification of carbohydrates 4. Identification of spoiled food (visible test on texture, colour, odor, appearance) 5. Determination of acidity level in any one fruit juice 6. Determination of TSS level in any one fruit squash 7. Visit to one food industry and conduct an assessment on ‘Sanitation Check List’ 8. Detection of common adulterants in any two foods 	12

	9. Preparation of 'Report of Analysis of any one food product 10. Drawing of a labeled diagram of a typical Food Processing Plant	
References	1. Gopalakrishnan .M.(2014), Food Science and Technology, ASTHA Publications and Distributions, New Delhi. 2. Hausner .A. (2012), Preserved foods and sweetmeats, Biotech Book, Delhi. 3. Madhulika Parmar (2014), Food Safety and Preservation, Black Printers, New Delhi. 4. Pathak R.S.Dr. (2014), Food Security and Global Environmental Change (Emerging Challenges), Naryag Books International, New Delhi. 5. Ruth.S.K.Dr. (2012), Food storage and preservation, Navyag Books International, New Delhi	
Course Outcomes		
CO1	Students acquire knowledge on principles of food science and quality control	
CO2	Empowered in understanding of food spoilage and prevention methods	
CO3	Draw the knowledge on food adulteration and its prevention	
CO4	Become familiar with Food control and enforcement agencies	
CO5	Preparing the students for managing quality control in food processing industry	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	2	3	2	2	2	1
CO2	2	1	2	2	2	2	2	2	1
CO3	2	1	2	3	2	2	2	3	2
CO4	2	1	2	3	2	2	2	3	2
CO5	2	1	3	3	3	3	3	3	2
Avg	2	1	2.2	2.6	2.4	2.2	2.2	2.6	1.6

Course Code & Title	24RMUD3211: Processing of Cereals and Pulses (Theory & Practical)	
Programme	B.B.A.	Semester- VI
	Credit:4 (3+1)	Hours: 5 per week
Cognitive Level	K1	Recall the functions of the cereals and pulses.
	K2	Understand the importance of the cereals and pulses.
	K3	Value addition of the cereals and pulses.
Course Objectives	<ul style="list-style-type: none"> To understand the process of cereals and pulses. To learn the range of added value products. To know the importance of pulse products. To learn the implementation process of the production. To plan for a small-scale cereal milling and pulse processing industry. 	
Units	Contents	No. of Hours
I	Processing of Cereals and Pulses: List of cereals and pulses - Processing of Cereals and Pulses industry - Function of KVIC - Objectives, achievements, programme and goals-- Difference of cereals and pulses – Uses of cereals and pulses - products from cereals - Primary processing (post-harvest operations - milling, etc.) - Secondary processing (e.g. baking, frying etc.).	10
II	Grain Products: wheat – types of wheat - Composition of maida – structure of wheat - uses of bran - bran for livestock - by-product - byproduct Bakery Products – Equipments - milling equipment, Bagging equipment – Conditioners - Cyclone separators - Dryers, Maize and rice dehullers - Sack stitchers -Seed cleaners/winnowers Production methods - Quality assurance practices.	12
III	Pulse products: Ranges of value-added products from pulses – roasted and powdered products - by-product Bakery Products - Production methods – process of cereals into flour -Whole grains and pulses.	14
IV	Processing facilities: The site - The building- Roofs and ceilings - Walls - windows and doors - Floors, Services - Lighting and power - Water supply and sanitation- Fuels - Energy conservation - Production planning - Milling, - Baking - Packaging - Equipment maintenance - water quality; test for sand and contaminating microorganisms - Staffs, Record keeping - Lighting and power - Water supply and sanitation - Productivity improvement.	12
V	Plan for a Small-scale Cereal Milling and Pulse Processing industry: Good Hygienic Practices (GHP) - Good Manufacturing Practices (GMP) - Hazard Analysis and Critical Control Point (HACCP) system - production, processing, hygiene and food safety - Quality assurance, Inspections in Process control - Assessing products, Packaging - storage and distribution services - Grain Suppliers – viable cereal and pulse industries for villages. Practical's:	12

	<ol style="list-style-type: none"> 1. Processing of paddy and production of raw rice. 2. Processing of paddy and production of parboiled rice. 3. Processing of Pulses (Red gram). 4. Processing of Rice flour. 5. Preparation of Green gram sweet toffee. 6. Preparation of Papad from black gram. 7. Preparation of Ground Nut sweet cake. 8. Preparation of Biscuits. 9. Preparation of Plain Cake. 10. Preparation of Wheat Bread. 11. Visit to modern Pulse (Dhal) Processing Industry. 12. Visit to modern Rice Milling Industry. 	
References	<ol style="list-style-type: none"> 1. Sudesh Jood, Food Preservation, 2011. 2. Siddappa & Giridhari lal, Preservation of Fruits and Vegetables, 215. 3. Ali (2013), General principles of food preservation. 4. William Frazier, (2017), Food microbiology –Food science & Nutrition Vol: I – Swaminathan. 5. Swaminathan, (1998), Food science & Nutrition Vol: II 	
Course Outcomes		
CO1	Understand the process of cereals and pulses.	
CO2	Learn the range of added value products.	
CO3	Know the importance of pulse products.	
CO4	Learn the implementation process of the production.	
CO5	Plan for a small-scale cereal milling and pulse processing industry.	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	2	2	2	2	2	1
CO2	2	1	2	2	2	2	2	2	1
CO3	2	1	2	3	2	2	2	3	2
CO4	2	1	3	3	3	3	3	3	2
CO5	2	1	3	2	3	3	3	3	2
Avg	2	1	2.4	2.4	2.4	2.4	2.4	2.6	1.6

Course Code & Title	24RMUD3212: Dairy Industry (Theory & Practical)		
Programme	B.B.A.	Semester- VI	
	Credit:4 (3+1)	Hours: 5 per week	
Cognitive Level	K1	Recall the composition and properties of milk	
	K2	Understand methods of clean milk Production	
	K3	Know about manufacturing of milk products	
Course Objectives	<ul style="list-style-type: none"> To enrich the students about the processing and marketing of milk. To find out milk reception procedures To create understanding of manufacturing methods and production of milk products. To provide the students with manufacture of peda, khoa, yoghurt, cream and various products To train them in preparing a feasibility study on dairy industry 		
	Units	Contents	No. of Hours
	I	Properties of Milk: Nutritive value of milk - Milk - definition – Composition- Secretion of milk in the udder — composition of milk – colostrums - Definition – composition-importance factors affecting the milk yield and properties.	10
	II	Clean Milk Production: Sources of microbes in milk – Clean milk Production – Bacteriological standard for raw milk – MBRT Test – Detergents and Sanitizers – common adulterants and preservatives in milk.	12
	III	Milk Processing and Market: Collection, Transportation of milk, milk reception, clarification, chilling, homogenization, pasteurization, sterilization, UHT processing, packaging; Market milk – standardized – Toned – Double toned – flavored milk.	14
IV	Milk Products – I: Fermentation – Definition – Starter culture – Method of manufacture of yoghurt, dahi, buttermilk, acidophilus milk and cheese - therapeutic benefits of fermented milk products.	12	
V	Milk Products - II: Method of manufacture and uses of cream, ice cream, butter, ghee, khoa concentrated milk, dried milk, paneer and channa – feasibility study. PRACTICAL 1. Collection and Sampling of milk 2. Determination of specific gravity of milk 3. Estimation of TS and SNF content of milk 4. Determination of acidity in milk 5. Detection of adulterants in milk 6. Preparation of khoa 7. Preparation of peda 8. Preparation of flavoured milk 9. Preparation of Paneer 10. Final practical Examination	12	

References	<ol style="list-style-type: none"> 1. Anantha Krishnan, C.P., (2007), Technology of milk processing, Sri Lakshmi Publications, Chennai -10. 2. Banerjee G.C (2009) Text Book of Animal Husbandry, Oxford and IBH Publishing Co.Pvt. Ltd., New Delhi. 3. Ltd., New Delhi. 4. Aneja.R.P, B.N Mathur, R.C Chandra and A.K. Banerjee (2012). Technology of Indian Milk Products, Dairy India year book 2007 Eeckless C.H, W.B Combs and H.Mecy (2008), Milk and Milk Products, Tata Mc Graw Hill Publishing Co.Pvt.Ltd., New Delhi. 5. Sukumar De (2002) Outlines of Dairy Technology, Oxford University Press, New Delhi
Course Outcomes	
CO1	To know about milk yield and it's properties
CO2	To study Clean milk Production methods
CO3	To demonstrate various cleaning procedures by Detergents and Sanitizers
CO4	to create Entrepreneurship Ability by demonstrating of yoghurt
CO5	To apply knowledge and prepare a project plan for a village level dairy Industry

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	2	2	2	2	2	1
CO2	2	1	2	2	2	2	2	2	1
CO3	2	1	3	3	2	2	2	3	2
CO4	2	2	3	2	3	3	3	3	2
CO5	2	2	3	3	3	3	3	3	2
Avg	2	1.4	2.6	2.4	2.4	2.4	2.4	2.6	1.6

Course Code & Title	24RMUD3213: Poultry Farm (Theory & Practical)		
Programme	B.B.A.	Semester- VI	
	Credit:4 (3+1)	Hours: 5 per week	
Cognitive Level	K1	Recall the development of poultry industry in India.	
	K2	Understand classification of chicken and other species of poultry	
	K3	Know identify per capita meat and egg availability in India	
Course Objectives	<ul style="list-style-type: none"> To establish basic knowledge of how to manage and operate livestock and poultry farms. To impart basic technical knowledge and skills required to successfully run livestock farm To equip them with developing competencies concerning the selection and breeding of poultry birds To find out the role of egg and chicken meat in human nutrition To equip the students about the structure of poultry industry, breeder farm, 		
	Units	Contents	No. of Hours
	I	Introduction: Definition of poultry – broiler, layer and breeder – common terms related to poultry – development of poultry industry in India. Past and present scenario of poultry industry.	10
	II	Genetic classifications: Chicken and other species of poultry- layers, broiler, and other class of poultry – Hybrids available and its merit and demerits- American, English, Mediterranean, Asiatic, Indian breeds, dual purpose breeds and non-descript birds.	12
	III	Importance of broiler and layer production: Indian scenario – poultry population and other poultry related statistics, per capita meat and egg availability in India – different regions and states and in world.	14
IV	Infrastructure: Structure of poultry industry – breeder farm, hatcheries, commercial farms, feed mills and processing industry. Backyard to industrial farming of poultry, future perspective and constraints of Indian poultry industry.	12	
V	<p>Feasibility Report: Advantages of poultry farming – Role of egg and chicken meat in human nutrition - Classification of poultry – American, English, Asiatic, Mediterranean classes - Management of Chick - Grower - Layer - Broiler Housing, Location, Housing requirements, Construction details, Deep litter system, Cage system - Feeding - classes of chicken - Common diseases - Infectious diseases - Vaccination – Dressing of bird.</p> <p>PRACTICAL</p> <ol style="list-style-type: none"> Rural Chicken – types, commercial hybrids with the respective poultry companies. Other poultry species (Duck, Japanese quails, Turkey, Geese, Guinea Fowl and Pigeon) Different types of graphical representation in poultry industry Per capita meat and egg availability in India and other regions Poultry business process – Hierarchy and management structure Poultry integration and farming process – Breeder, Broiler and 	12	

	<p>Layer</p> <p>7. Preparation of project for a broiler chicken unit.</p> <p>8. Preparation of project for a layer chicken unit</p> <p>9. Visit to commercial sheep, goat, piggery, rabbitry and poultry farm ESE Practical Examination</p>	
References	<ol style="list-style-type: none"> 1. Ensmiger. M. E., 2015. Poultry Science. 3rd Edition. International Book Distribution Co., Lucknow, India. 2. Bell D. Donald and Weaver D. William Jr., 2007. Commercial Chicken Meat and Egg Production. 5th Edition. Springer India Pvt. Ltd., Noida. 3. Singh, R. A., 2011. Poultry Production. 3rd Edition. Kalyani Publishers, New Delhi. 4. Jull A. Morley, 2007. Successful Poultry Management. 2nd Edition. Biotech Books, New Delhi. 5. Hurd M. Louis, 2003. Modern Poultry Farming. 1st Edition. International Book 	
Course Outcomes		
CO1	Students acquire references about classification of chicken and other species of poultry, per capita meat and egg availability in India	
CO2	Empowering the students to understand about structure of poultry industry – breeder farm, hatcheries	
CO3	Draw together the knowledge on role of egg and chicken meat in human nutrition	
CO4	Become familiar with the knowledge about poultry common diseases	
CO5	Preparing the students for managing chick grower, layer, broiler housing procedures	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	2	2	2	2	2	1
CO2	2	2	2	2	2	2	2	2	2
CO3	2	1	2	2	2	2	2	2	1
CO4	2	1	2	3	2	2	2	3	2
CO5	2	2	3	2	3	3	3	3	2
Avg	2	1.4	2.2	2.2	2.2	2.2	2.2	2.4	1.6

Course Code & Title	24RMUD3214: Principles of Textile Testing	
Programme	B.B.A.	Semester- VI
	Credit:4 (3+1)	Hours: 5 per week
Cognitive Level	K1	• Recall the characterization procedures of fibre, yarn and fabric
	K2	• Understand the principles and various testing procedures of fibre, yarn, and fabric
	K3	• Application of testing specification in textile manufacturing process
Course Objectives	• To provide the fundamental understanding of moisture properties on fibres and fibre length measurement	
	• To provide the understanding of testing of fibre fineness and fibre strength	
	• To provide the understanding of yarn numbering, yarn twist, yarn strength and yarn evenness	
	• To provide the understanding of testing of fabric dimensions, properties and tensile strength	
	• To provide the understanding of fabric handle, resistance to abrasion, air & water permeation	
Units	Contents	No. of Hours
I	Moisture Relation and Fibre length measurement-Humidity: Absolute humidity, Standard testing atmosphere and Relative humidity. Wet and dry bulb hygrometer and Sling hygrometer. Moisture regain and content. Standard regain. Estimation of moisture content and regain- Conditioning oven and Shirely moisture meter. Fibre length: Length – Importance of fibre length. Methods of measuring fibre length- Hand-staping method, Baer sorter and Digital Fibrograph	10
II	Testing of Fibres for other properties Fibre Fineness – Importance of fibre fineness. Methods of fineness measurement by Sheffield type and ATIRA fibre fineness tester. Importance of Maturity. Estimation of maturity by sodium hydroxide swelling method. Relationship between maturity and fineness. Fibre Strength – Importance of fibre strength. Measurement of strength by Stelometer. Brief idea about Uster HVI – AFIS – Strain curves for different fibres. Analysis of trash content in raw cotton by Shirley Analyzer. Fibre Quality Index.	12
III	Testing of Yarns Direct and Indirect system of yarn numbering systems – Yarn count determination by Knowle’s Balance, Quadrant Balance and Uster Auto Sorter. Yarn Twist: Importance of Twist. Measurement of twist -Twist contraction method and Doubled yarn twist by Take-up twist tester – Relationship between yarn count and twist and strength. Yarn Strength: Importance of yarn strength. Principles of Constant Rate of Loading (CRL) and Constant Rate of Extension (CRE).	14

	<p>Principle and study of Instruments – Single Thread strength Tester, Lea tester, Ballistic tester, Instron tensile tester.</p> <p>Yarn Evenness – Random and periodic variations in yarn. Short term, Medium term and Long term variations. Index of irregularity. Methods for assessing yarn irregularity by Visual method, Cutting and Weighing method and Yarn Appearance Boards.</p> <p>Principle and Study of USTER Evenness tester in detail – features of latest evenness testers – Analysis of Spectrogram. Brief study on – USTER Classimat, Yarn Hairiness and it's effects, Shirley Hairiness Meter.</p>	
IV	<p>Testing of Fabric-Brief study on – Shirley Thickness Gauge, Count determination by Beesley's Balance. Crimp and fabric properties, Shirley Crimp Tester. Importance of Tensile, Tearing and Bursting Strengths of fabric. Cloth Tensile Strength Testing by Raveled strip, Cut strip and Grab methods. Various test specimens for Tearing Strength Test. Hydraulic and pneumatic Bursting Strength Tester.</p>	12
V	<p>Testing of Fabric and garment-Serviceability, Wear and Abrasion resistance. Martindale Abrasion Tester. Pilling in fabric and Fabric Pilling Tester. Study on – Shirley Stiffness Tester, Drape Meter, Crease resistance and Crease recovery. Shirley Crease Recovery Tester. Brief study – Definitions of Fabric Air – Permeability and Fabric Air Resistance. Shirley Air – Permeability tester. Flammability of fabric – water repellency / proof of fabric – brief study of water absorbancy testers. Garment testing-button strength-seam strength - seam elasticity</p>	12
References	<p>Suggested Books:</p> <ol style="list-style-type: none"> 1. Angappan & R.Gopalakrishnan, Textile testing –, 4th revised edition 1997, SSMITT Students Co Operative Stores, Kumarapalayam. 2. Lijing Wang., “Performance Testing of Textiles-Methods, Technology and Applications” Elsevier Science,2016., ISBN:9780081005781. 3. Thilagavathi, T. Karthik.,” Process Control and Yarn Quality in Spinning”., WIP India, 2016., ISBN:9789380308180 <p>Reference Books:</p> <ol style="list-style-type: none"> 1. J.E.Booth, 3rd Edition 1986, Principles of Textile Testing, 4th Edition 194, Butterworth Scientific, London. 2. E.B. Groover and D.S, Hamby., 1st U.S. Edition 1960.Hand Book of Textile Testing and Quality Control., Wiley Estern Reprint 1988, Published by Mohinder Singh Sejwal (for Wiley Eastern Ltd) New Delhi, India. 3. V. Sundaram and R.L. 4. N. Iyengar 1968, Hand Book of Methods of Test for Cotton Fibers, Yarns and Fabrics Edition – CTRL, Mumbai. 5. The Characteristics of Raw Cotton – E. Lord, Vol.II Part – I in the series Manual of Cotton Spinning, 1961 Edition, The Textile 	

	Institute and Butterworth's, England.	
Course Outcomes		
CO1	estimate of moisture content and regain of textile fibres	
CO2	test the fibre fineness, fibre strength and trash content of fibres, using various instruments	
CO3	determinate yarn count, twist, strength and evenness	
CO4	Explain of fabric quality particulars and tensile strength	
CO5	determinate of fabric abrasion resistance, handle and air & water permeability	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	2	2	2	2	2	1
CO2	2	1	3	2	2	3	2	2	2
CO3	2	1	3	2	2	3	3	2	2
CO4	2	1	2	3	2	2	2	3	2
CO5	2	1	2	2	3	3	2	3	2
Avg	2	1	2.4	2.2	2.2	2.6	2.2	2.4	1.8

Course Code & Title	24RMUD3215:Textile and Fashion Merchandising		
Class	BBA	Semester	VI
	Credit:4 (3+1)	Hours: 5 per week	
Cognitive Level	K-1: Recall the fashion marketing plan, and merchandising calendar of fashion products K-2: understand the principles textile costing K-3: Identify the merchandising plan and export procedure		
Course Objectives	<p>The Course aims</p> <ul style="list-style-type: none"> • To provide the fundamental understanding of moisture properties on fibres and fibre length measurement • To provide the understanding of testing of fibre fineness and fibre strength • To provide the understanding of yarn numbering, yarn twist, yarn strength and yarn evenness • To provide the understanding of testing of fabric dimensions, properties and tensile strength • To provide the understanding of fabric handle, resistance to abrasion, air & water permeation 		

UNIT	Content	No. of Hours
I	Merchandising –Organization structure of an apparel industry – Classification of exporters - Grading of export houses – Classification of buyers – Types and functions of a merchandiser – Essential requisites for a good merchandiser – Process flow in apparel industry – Buyer sourcing and communication – Enquiry – Order confirmation – Order review and its importance - Types of sampling	9
II	Planning – Merchandise plan - Merchandising calendar, critical path, time and action plan, line development and planning - Vendor sourcing, evaluation and development – Global sourcing – Vendor nomination by buyers – Claims factory audits – Buyer’s code of conducts - Marketing research for the merchandiser, sales analysis and estimation.	9
III	Quality - Inspection and its types – Approvals - Types of approvals – Shipping marks – Effective expedition procedures – Order sheet and its contents – Packing list and its contents – Document formats - Order sheet, packing list, invoice, inspection and testing reports etc., - Assortment and its types	9
IV	Textile Costing - Types of cost - Cost estimation of yarn, knitted fabric, dyeing, printing and finishing, cutting, stitching, checking, packing, forwarding, shipping, and insurance - Case study on estimation of factory cost for vests, briefs, shorts, t-shirts, pyjamas, children's wear, ladies wear - Various factors to be considered in costing for domestic products and international products - Derivation of cost of apparel products – Woven, knits.	9
V	Export procedure - Pre-shipment and post shipment credit - Exchange rate arithmetic - Payment terms - Logistic management -	9

	Need for documents – Invoice - Certificate of origin – Letter of Credit, Shipping bill - Bills of exchange- Bill of lading - GR Form - Packing list - Duty draw back* – Export license - Marine insurance policy* - Claiming duty draw backs and other benefits
References	<p>Suggested Books:</p> <ol style="list-style-type: none"> 1. Jermy, A. Rosenau., & Devid, A. Wilson. (2001). Apparel Merchandising. Fairchild Publication Inc. 2. Grace, I. Kunz. (2000). Merchandising: Theory, Principal & Practices. Fairchild Publication Inc. 3. Dickerson, K.G. & Jarnow, J. (2004). Inside the Fashion Business (6th ed.). Prentice Hall Inc 4. Frings, C. S. (2005). Fashion: From Concept to Consumer (8th ed.). Prentice Hall Inc. <p>Reference Books:</p> <ol style="list-style-type: none"> 1. Gerry Cooklin, Pattern Grading Blackwell, Scientific publication, 2002. 2. Gordana Colovic, Management of Technology Systems in Garment Industry, WPI India, 2011. 3. Karthik T, P. Ganesan, D. Gopalakrishnan, Apparel Manufacturing Technology,2016. 4. Winifred Aldrich, Metric Pattern Cutting for Menswear, Wiley,2012 5. Catherine Fairhurst, Advances in Apparel Production, Elsevier Science,2008
Course Outcomes	<p>CO1: Acquire knowledge on fashion merchandising plan CO2: Analyze the market research and vendor planning CO3: Acquire the knowledge about the textile costing CO4: understand the different types of export methods CO5: Understand the post shipping procedure</p>

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	2	2	2	2	2	1
CO2	2	2	3	2	2	3	2	2	2
CO3	2	1	2	2	2	2	2	2	2
CO4	2	1	2	3	2	2	2	3	2
CO5	2	1	2	2	2	2	2	2	2
Avg	2	1.2	2.2	2.2	2	2.2	2	2.2	1.8

24RMUS3206: CORPORATE GOVERNANCE		
Programme	B.B.A.	Semester - VI
	Credit:2	Hours: 2 per week
Cognitive Level	K-1	Define the meaning, purpose, and importance of corporate governance.
	K-2	Identify the roles and responsibilities of key stakeholders like board members and managers.
	K-3	Explain the internal and external mechanisms used to ensure good governance.
Course Objectives	1. To understand the meaning and theories related to corporate governance	
	2. To analyse different models of corporate governance	
	3. To analyse the features of corporate governance in India	
	4. To recognise the role of Corporate Social Responsibility in corporate governance	
	5. To identify and able to conduct research on emerging trends in corporate governance	
Units	Contents	No. of Hours
I	Introduction to Corporate Governance, Definitions and Importance of Corporate, Governance, Reputation, Competition and Corporate Governance, Corporate Ethics, Corporate Governance and Corporate Responsibility, Globalization and Corporate Governance, Models of Corporate Governance, Mechanisms of Corporate Governance	10
II	Theories of Corporate Governance: Agency Theory, Stewardship Theory, The Stakeholder Theory, The Political Theory; Models of Corporate Governance: Regional Models: Anglo-American Model, Japanese Model, German Model, Indian Model; Principles of Corporate Governance and Organization for Economic Co-operation and Development (OECD) Principles.	12
III	Phases of Corporate Governance in India-First Phase 1996 – 2008 (Before Satyam): Confederation of Indian Industries (CII) Report, Kumar Mangalam Birla, RBI – Report on advisory group on MCA – Naresh Chandra Committee, N. R. Narayan Murthy Report. Second Phase (After Satyam): Role of Confederation of Industries (CII) & National Association of Software and Services Companies (NASSCOM), National Financial Reporting Authority (NFRA), Cadbury Committee Report, BASEL Norms I, II & III.	14
IV	Corporate Governance in India-Under Listing Agreement, SEBI Guidelines, Companies Act-Corporate Governance in PSUs, Banks, Insurance Companies	12

V	Corporate Social Responsibility, Meaning and evolution of CSR in India, Need for CSR, Corporate Environmental Responsibility, Social Responsibility of Business, Ethical theories, Ethics Management, Issue of Ethical Leadership in Corporate Governance, Relationship between CSR and Business Ethics.	12
References	1. Bob Tricker, Corporate Governance, 2 nd International Edition, Oxford University Press, 2020 2. Indrajit Dube, Corporate Governance, Lexis Nexis, 2008 3. A. C. Fernando et al., Corporate Governance: Principles, Policies and Practices, 3 rd Edition, Pearson, 2018	
Course Outcomes		
CO1	<input type="checkbox"/> Understand what corporate governance means and why it is important for businesses.	
CO2	<input type="checkbox"/> Know the roles and duties of directors, managers, and shareholders in a company.	
CO3	<input type="checkbox"/> Learn how companies are controlled and monitored through boards, audits, and regulations.	
CO4	<input type="checkbox"/> Understand the key laws and rules related to corporate governance in India and globally.	
CO5	<input type="checkbox"/> Recognize the importance of ethics and social responsibility in business decisions.	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	2	2	2	2	2	1
CO2	2	2	3	2	2	3	2	2	2
CO3	2	1	2	2	2	2	2	2	2
CO4	2	1	2	3	2	2	2	3	2
CO5	2	1	2	2	2	2	2	2	2
Avg	2	1.2	2.2	2.2	2	2.2	2	2.2	1.8

24RMUS3207: MAJOR PROJECT

Credit: 4

Hours: 4

Every student has to submit a major project report at the end of sixth semester. The activities for major project initiated during the V semester will be:

- Review of Literature
- Finalization of Research Design
- Finalising the topic of research
- Construction of data collection Tools
- Data Collection
- Data Analysis
- Report writing and submission

At the end of the VI Semester, students have to submit a report which will be evaluated individually and jointly by an external examiner and the internal supervisor under intimation to the Controller of Examinations.

Marks Distribution Evaluation of Report (Guide/Supervisor - Internal) : 40

Evaluation of Report (External Member) : 40

Evaluation of Performance through Viva-Voce (Joint) : 20

Total Marks : 100

DISCIPLINE SPECIFIC ELECTIVE (AUDIT COURSE)

Course Code & Title	24RMUAC324: Happiness at the Workplace	
Programme	B.B.A.	Semester- VI
	Credit:0	Hours: 2 per week
Cognitive Level	K-1	Define happiness, explain basic theories of well-being
	K-2	Understand factors affecting workplace happiness
	K-3	Implement well-being strategies in real-world workplace scenarios
		<ul style="list-style-type: none"> • To understand the psychology and science behind happiness at work.
		<ul style="list-style-type: none"> • To explore key factors that influence individual and organizational well-being.
		<ul style="list-style-type: none"> • To learn how leadership, team dynamics, and workplace culture affect happiness.
		<ul style="list-style-type: none"> • To apply strategies that promote happiness and performance. • To create personal and organizational plans for enhancing well-being
Units	Contents	No. of Hours
I	Introduction to Happiness <ul style="list-style-type: none"> • Definition and dimensions of happiness • Hedonic vs. Eudaimonic happiness • Importance of happiness in life and work • Myths about happiness • Introduction to Emotional Intelligence and its link to happiness 	6
II	Science and Psychology of Happiness <ul style="list-style-type: none"> • Positive psychology and the PERMA model (Seligman) • Role of neurotransmitters and brain functioning • Emotional resilience and mindset • Self-awareness and intrinsic motivation 	6
III	Workplace Factors Affecting Happiness <ul style="list-style-type: none"> • Job satisfaction vs. happiness • Work environment and organizational culture • Role of autonomy, mastery, and purpose • Engagement, recognition, and feedback systems 	6
IV	Leadership and Team Well-being <ul style="list-style-type: none"> • Role of leadership in cultivating happiness • Empathy and psychological safety in teams • Conflict resolution and emotional literacy • Building trust and supportive relationships 	6

V	<p>Building a Culture of Happiness</p> <ul style="list-style-type: none"> • Tools for measuring happiness at work (surveys, feedback) • Designing happiness programs and policies • Personal well-being plans (journaling, gratitude practices) • Case studies from companies with high happiness index (Google, Zappos, etc.) 	6
References	<ol style="list-style-type: none"> 1. Shawn Achor, <i>The Happiness Advantage</i>, Crown Business, 2010. 2. Martin Seligman, <i>Flourish: A Visionary New Understanding of Happiness and Well-being</i>, Free Press, 2011. 3. Tal Ben-Shahar, <i>Happier: Learn the Secrets to Daily Joy and Lasting Fulfillment</i>, McGraw-Hill, 2007. 4. Emma Seppälä, <i>The Happiness Track: How to Apply the Science of Happiness to Accelerate Your Success</i>, Harper One, 2016. 5. Daniel Goleman, <i>Emotional Intelligence</i>, Bantam Books, 1995. 6. Research articles from <i>Harvard Business Review</i> and <i>Journal of Happiness Studies</i>. 	
Course outcome		
CO1	Understand the concept of happiness and its relevance in the workplace.	
CO2	Identify psychological and organizational factors contributing to employee well-being.	
CO3	Apply strategies that foster a positive and productive work environment.	
CO4	Evaluate workplace culture and its impact on happiness and performance.	
CO5	Design personal and organizational well-being practices.	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	2	2	2	1	2	2
CO2	2	2	2	2	2	2	2	2	2
CO3	3	2	2	3	3	2	2	3	3
CO4	3	2	2	3	3	2	2	3	3
CO5	3	2	2	3	3	2	2	3	3
Avg	2.6	1.8	2	2.6	2.6	2	1.8	2.6	2.6

Course Code & Title	24RMUAC325: Market Segmentation	
Programme	B.B.A.	Semester- VI
	Credit:0	Hours: 2 per week
Cognitive Level	K-1	Define segmentation, types, and basic concepts
	K-2	Understand consumer behavior, segmentation criteria, positioning
	K-3	Create segmentation strategies and apply STP models in case studies
		<ul style="list-style-type: none"> To provide a foundational understanding of the concept and importance of market segmentation.
		<ul style="list-style-type: none"> To identify various bases and approaches for segmenting markets
		<ul style="list-style-type: none"> To evaluate segmentation strategies and their impact on marketing performance.
		<ul style="list-style-type: none"> To learn how to position products effectively based on segmentation. To apply segmentation frameworks in real-world marketing decisions
Units	Contents	No. of Hours
I	Introduction to Market Segmentation <ul style="list-style-type: none"> Meaning and importance of segmentation Mass marketing vs. segmented marketing Benefits and limitations of segmentation Introduction to STP (Segmentation, Targeting, Positioning) model 	6
II	Bases of Market Segmentation <ul style="list-style-type: none"> Demographic segmentation Geographic segmentation Psychographic segmentation Behavioral segmentation B2B segmentation criteria 	6
III	Target Market Selection <ul style="list-style-type: none"> Criteria for effective segmentation Market targeting strategies: undifferentiated, differentiated, concentrated, micromarketing Evaluating market attractiveness Segment profiling and positioning 	6
IV	Positioning and Differentiation <ul style="list-style-type: none"> Product positioning: definition and importance Positioning maps (perceptual mapping) Developing a positioning statement Repositioning and competitive differentiation strategies 	6
V	Application of Segmentation Strategy <ul style="list-style-type: none"> Case studies on segmentation (e.g., Nike, Apple, McDonald's) Segmentation in digital and global markets 	6

	<ul style="list-style-type: none"> • CRM and data-driven segmentation (Big Data and AI impact) • Hands-on group project: Build a segmentation strategy for a new product 	
References	<ol style="list-style-type: none"> 1. Philip Kotler, Kevin Lane Keller, <i>Marketing Management</i>, Pearson Education. 2. Lamb, Hair, McDaniel, <i>Marketing</i>, Cengage Learning. 3. Michael J. Etzel, Bruce J. Walker, <i>Marketing</i>, McGraw-Hill. 4. Ramaswamy & Namakumari, <i>Marketing Management: Global Perspective</i>, Macmillan. 5. Russell S. Winer, <i>Marketing Management</i>, Pearson. 6. Selected articles from journals such as <i>Journal of Marketing</i> and <i>Harvard Business Review</i>. 	
Course outcome		
CO1	Define and explain key concepts in market segmentation and positioning.	
CO2	Understand different segmentation bases and their relevance to consumer behavior.	
CO3	Analyze markets to identify target segments and evaluate segmentation effectiveness.	
CO4	Develop competitive positioning strategies for selected target markets.	
CO5	Apply segmentation, targeting, and positioning (STP) in real-world marketing cases and projects.	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	1	2	2	1	2	2
CO2	2	1	2	1	2	2	1	2	2
CO3	2	1	3	2	3	3	2	2	2
CO4	2	2	3	2	3	3	2	2	2
CO5	3	2	3	2	3	3	2	3	3
Avg	2.2	1.4	2.6	1.6	2.6	2.6	1.6	2.2	2.2

Course Code & Title	24RMUAC326: Artificial Intelligence	
Programme	B.B.A.	Semester- VI
	Credit:0	Hours: 4 per week
Cognitive Level	K-1	<ul style="list-style-type: none"> Define AI, describe search algorithms, and recognize AI domains
	K-2	<ul style="list-style-type: none"> Explain how AI systems learn, reason, and make decisions
	K-3	<ul style="list-style-type: none"> Implement search, inference, and learning algorithms in practice
		<ul style="list-style-type: none"> To introduce the fundamental concepts and technique of Artificial Intelligence.
		<ul style="list-style-type: none"> To understand the core principles of intelligent agents, problem-solving, and search.
		<ul style="list-style-type: none"> To explore knowledge representation, reasoning, and learning in AI systems.
		<ul style="list-style-type: none"> To apply AI techniques to real-world domains such as NLP, robotics, and expert systems.
	<ul style="list-style-type: none"> To gain hands-on experience with AI tools and programming. 	
Units	Contents	No. of Hours
I	Introduction to Artificial Intelligence <ul style="list-style-type: none"> Definition and history of AI Applications and scope of AI in various domains Intelligent agents: structure, types, and environment Foundations and goals of AI 	6
II	Problem Solving and Search Techniques <ul style="list-style-type: none"> Problem-solving as search Uninformed search: BFS, DFS Informed search: A*, Greedy Constraint satisfaction problems Game playing: Minimax and alpha-beta pruning 	6
III	Knowledge Representation and Reasoning <ul style="list-style-type: none"> Propositional and predicate logic Inference mechanisms: forward and backward chaining Semantic networks, frames Rule-based systems and expert systems 	6
IV	Machine Learning and AI Applications <ul style="list-style-type: none"> Introduction to machine learning Supervised vs unsupervised learning Decision trees, k-NN, clustering (k-means) Applications: natural language processing, computer vision 	6
V	Emerging Areas and Ethical Issues <ul style="list-style-type: none"> AI in robotics and autonomous systems AI in healthcare, finance, education Ethics in AI: bias, fairness, accountability AI tools and frameworks (e.g., Python, Tensor Flow, scikit-learn) 	6
References	<ol style="list-style-type: none"> Stuart Russell & Peter Norvig, <i>Artificial Intelligence: A Modern Approach</i>, Pearson. Elaine Rich, Kevin Knight, <i>Artificial Intelligence</i>, Tata McGraw-Hill. 	

	3. Ethem Alpaydin , <i>Introduction to Machine Learning</i> , MIT Press. 4. Tom M. Mitchell , <i>Machine Learning</i> , McGraw-Hill. Patrick Henry Winston , <i>Artificial Intelligence</i> , Addison-Wesley	
Course outcome		
CO1	<ul style="list-style-type: none"> Understand the history, scope, and fundamentals of Artificial Intelligence. 	
CO2	<ul style="list-style-type: none"> Explain various AI search algorithms and their real-world applications. 	
CO3	<ul style="list-style-type: none"> Represent knowledge using logic and reasoning techniques. 	
CO4	<ul style="list-style-type: none"> Apply machine learning techniques to solve classification and clustering problems. 	
CO5	<ul style="list-style-type: none"> Use AI tools to implement basic algorithms and reflect on ethical issues in AI deployment. 	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	1	2	2	1	2	1
CO2	2	1	3	1	2	3	1	2	2
CO3	2	1	3	2	2	3	2	2	2
CO4	2	2	3	2	3	3	2	2	2
CO5	2	2	2	3	3	2	2	3	2
Avg	2	1.4	2.6	1.8	2.4	2.6	1.6	2.2	1.8

B.B.A. (HONOURS)
SEMESTER – VII

24RMUI4105: SWAYAM/NPTEL COURSES

CREDIT: 2

HOURS: Online Course

Every student has to compulsorily undergo one course of SWAYAM/NPTEL courses and has to transfer the credit through proper channel to the department.

Course Code & Title	24RMUC4130: Entrepreneurial Leadership and Innovation	
Programme	B.B.A. (Honours)	Semester- VII
	Credit:4	Hours: 4 per week
Cognitive Level	K1	• Understanding leadership role in entrepreneurship development
	K2	• Applying innovation and technology on the future of work culture and entrepreneurial sustainability
	K3	• Establishing a link with ethical social cultural values on entrepreneurial leadership
Course Objectives	• To understand the Fundamentals of Entrepreneurial Leadership – Explain key leadership traits, decision-making styles, and their impact on business success.	
	• To analyze Innovation and Creativity in Entrepreneurship – Identify and apply innovative thinking, problem-solving, and design thinking approaches to business challenges	
	• To develop Entrepreneurial Mindset and Risk-Taking Ability – Demonstrate the ability to assess opportunities, manage risks, and create value-driven business models.	
	• To implement Strategies for Business Growth and Sustainability – Apply leadership skills to scale ventures, manage teams, and foster an innovative organizational culture.	
	• To leverage Technology and Market Trends for Competitive Advantage – Utilize emerging technologies, digital transformation, and global market insights for business success.	
Units	Contents	No. of Hours
I	Unit 1: Foundations of Entrepreneurial Leadership: Introduction to Leadership and Entrepreneurship-Definitions and Concepts of Leadership -Social, Managerial and Entrepreneurial Leadership -Theories and Models of Leadership-Trait Theory, Behavioral Theories, Contingency Theories, Transformational and Transactional Leadership	10
II	Unit 2: Leading with the Entrepreneurial Mindset& Innovation: Creativity and Innovation in Entrepreneurship- Techniques for Fostering Creativity-Overview of Innovation Management and role of Founders-Building Culture of innovation and entrepreneurial mindset: Venture strategies and role of the leader. Process and Resources.	12
III	Unit 3: Leadership for the Future Start-up Ecosystems: Virtual Work and Digital Organizations Leadership and the Future of Work in Entrepreneurial Contexts Leadership in Start-up Ecosystems Navigating Incubators, Accelerators, Angel Investors, and Venture Capital Government Schemes Supporting Entrepreneurship (e.g., Start-up India, Digital India)	14
IV	Unit 4: Leadership Challenges and Strategies in Entrepreneurial Context: Leadership Challenges in Entrepreneurial Venture Development- Case Studies of Prominent Entrepreneurial Leaders and challenges – faced by them - Analysis of elements of leadership desirable in different stages of venture creation and development- Designing organisational structure and managing people performance-Building teams; Managing Growth, Change, Conflicts and Transition	12

V	Unit 5: Ethical and Sustainable Entrepreneurship: Ethics and Social Responsibility in Entrepreneurship-Ethical Decision-Making Frameworks- Building the Right Culture and Values: Role of leader - Corporate Social Responsibility (CSR) - Sustainable Business Practices and managing change - Leadership and shaping Sustainability in Business Models	12
References	<p>Textbooks:</p> <ol style="list-style-type: none"> 1. Davila, T., Epstein, M. J., & Shelton, R.(2012) <i>Making innovation work: How to manage it, measure it, and profit from it (2nd ed.)</i>. Pearson Education. 2. Tidd, J., & Bessant, J. (2018)<i>Managing innovation: Integrating technological, market and organizational change (6th ed.)</i>. Wiley. 3. Reeves, M., & Whitaker, J. (2021)<i>The imagination machine: How to spark new ideas and create your company's future</i>. Harvard Business Review Press. 4. Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2017)<i>Entrepreneurship (10th ed.)</i>. McGraw-Hill Education. 5. Northouse, P. G. (2021) <i>Leadership: Theory and practice (9th ed.)</i> SAGE Publications. <p>References:</p> <ol style="list-style-type: none"> 1. Robbins, S. P., & Judge, T. A. (2019) <i>Essentials of organizational behavior (14th ed.)</i>. Pearson Education. 2. Christensen, C. M., Raynor, M. E., Dyer, J., & Gregersen, H. (2011) <i>Disruptive innovation: The Christensen collection (The Innovator's Dilemma, The Innovator's Solution, The Innovator's DNA)</i> Harvard Business Review Press. 3. Christensen, C. M. (2010) <i>How will you measure your life?</i> Harvard Business Review, 88(7/8), 46–51. 4. Ries, E. (2011) <i>The lean startup: How today's entrepreneurs use continuous innovation to create radically successful businesses</i>. Crown Business. 	
Course Outcomes		
CO1	<ul style="list-style-type: none"> • Understand and apply leadership theories and principles in an entrepreneurial context. 	
CO2	<ul style="list-style-type: none"> • Develop further the entrepreneurial mindset and to recognize opportunities for innovation and value creation 	
CO3	<ul style="list-style-type: none"> • Formulate entrepreneurial vision and engage, motivate and lead stakeholders for implementing effective strategies for leading and managing entrepreneurial ventures 	
CO4	<ul style="list-style-type: none"> • Analyze and inculcate the ethical and social responsibilities of entrepreneurial leaders 	
CO5	<ul style="list-style-type: none"> • Able Utilize emerging technologies, digital transformation, and global market insights for business success. 	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	2	2	2	2	2	2	2	2
CO2	2	2	3	2	2	2	2	2	2
CO3	2	3	3	2	3	3	3	2	3
CO4	2	2	2	3	2	2	2	3	2
CO5	2	2	3	2	3	2	2	2	2
Avg	2	2.2	2.6	2.2	2.4	2.2	2.2	2.2	2.2

Course Code & Title	24RMUC4131: AI FOR MANAGERS	
Programme	B.B.A. (Honours)	Semester- VII
	Credit: 4	Hours: 4 per week
Cognitive Level	K1	Define artificial intelligence, machine learning, and data analytics.
	K2	Explain how AI impacts marketing, HR, and finance functions.
	K3	Use AI case studies or tools to solve business problems or propose strategies.
Course Objectives	<input type="checkbox"/> Understand basic AI concepts relevant to business.	
	<input type="checkbox"/> Explore how AI is transforming industries and managerial roles.	
	<input type="checkbox"/> Analyze real-world AI business applications (e.g., marketing, HR, finance).	
	<input type="checkbox"/> Learn how to evaluate AI tools and strategies for decision-making.	
	<input type="checkbox"/> Understand ethical, legal, and societal implications of AI in business.	
	<input type="checkbox"/> Understand basic AI concepts relevant to business.	
Units	Contents	No. of Hours
I	Introduction to AI in Business -What is AI? History, Types, Key Concepts-Role of AI in Business and Management-Overview of Machine Learning, NLP, and Data Analytics	10
II	AI Applications across Business Functions -AI in Marketing – Customer Segmentation, Chatbots, Personalization-AI in Human Resource Management – Recruitment, Performance Analysis-AI in Finance – Fraud Detection, Credit Scoring, Robo-Advisors-AI in Operations and Supply Chain – Demand Forecasting, Automation	12
III	Data-Driven Decision Making -Understanding Business Data and AI Tools (Tableau, Excel, Python basics)-Using AI for Strategic Decision Making	14
IV	4: AI Strategy and Implementation -How Managers Plan and Implement AI Solutions-Case Studies – Successful AI Adoption in Companies	12
V	Challenges, Ethics, and Future of AI -Ethical Issues in AI – Bias, Transparency, Accountability-Regulatory and Legal Aspects of AI-Future Trends – Generative AI, Responsible AI, AI Leadership	12
References	Suggested Books:	
	<ol style="list-style-type: none"> 1. <i>Artificial Intelligence for Managers</i> by Thomas H. Davenport 2. <i>Prediction Machines</i> by Ajay Agrawal, Joshua Gans, and Avi Goldfarb 3. McKinsey & Harvard Business Review articles on AI in Business 4. Online tools: Google AI, Chat GPT, IBM Watson demos, Tableau Public 	

	<p>5. Harvard Business Review (HBR) Articles:</p> <ul style="list-style-type: none"> • “The Business of Artificial Intelligence” • “Reshaping Business with Artificial Intelligence” • “AI Doesn’t Have to Be Too Complicated” <p><i>(available on hbr.org – student subscription recommended)</i></p>	
Course Outcomes		
CO1	Understand the core concepts and terminologies of Artificial Intelligence and its relevance in modern business environments.	
CO2	Identify and analyze the applications of AI in key business functions such as marketing, finance, HR, and operations.	
CO3	Evaluate different AI tools and data-driven strategies to support effective managerial decision-making.	
CO4	Develop and present AI implementation strategies or business solutions using real-world case studies or projects.	
CO5	Examine the ethical, legal, and social implications of AI in business and demonstrate awareness of responsible AI practices.	

Mapping of COs with POs and PSOs					
COs \ POs	PO1	PO2	PO3	PO4	PO5
CO1	3	2	2	1	1
CO2	2	3	3	2	1
CO3	2	3	3	2	1
CO4	2	3	3	3	1
CO5	1	2	2	1	3
Avg	1.8	2.2	2.2	2.4	1.8

DISCIPLINE SPECIFIC ELECTIVES – V

FINANCE SPECIALISATION

Course Code & Title	24RMUD4132: International Financial Management	
Programme	B.B.A. (Honours)	Semester- VII
	Credit:4	Hours: 4 per week
Cognitive Level	K1	• Remembrance of the Statistics and logic concepts
	K2	• Analyse the different types of statistics tools to understand their specific uses.
	K3	• Learn the steps involved in preparing a balance sheet effectively.
Course Objectives	• Understand the unique challenges in managing the financial activities of a global corporation	
	• Understand the structure, functioning and importance of Foreign Exchange Markets.	
	• Understand the factors determining and impacting foreign exchange rates	
	• Appreciate the challenges of global fund raising, global portfolio investing and financing international subsidiaries	
Units	Contents	No. of Hours
I	Introduction to International Financial Management Domestic vs International Financial Management, Multinational Corporations, Exchange Rate, International Trade, Theory of Comparative Costs, Hecksher-Ohlin Theory, Free Trade V/s Protection, Barriers to Foreign Trade, Tariff and Non-Tariff Barriers; Meaning of BOP, Importance of BOP, Components of BOP, Foreign Exchange Reserves,	10
II	Introduction to International Financial Management Domestic vs International Financial Management, Multinational Corporations, Exchange Rate, International Trade, Theory of Comparative Costs, Hecksher-Ohlin Theory, Free Trade V/s Protection, Barriers to Foreign Trade, Tariff and Non-Tariff Barriers; Meaning of BOP, Importance of BOP, Components of BOP	12
III	Foreign Exchange Market Defining Foreign Exchange Market, Participants, Structure, Spot and Forward rates, Foreign Exchange Quotations, Cross Rates, Inverse rates, Arbitrage	14
IV	International Investments Raising capital across the globe, GDRs, ADRs, Dollar Debt, Masala Bonds International Portfolio Investments, Diversification benefits, Global Macroeconomic risks International Capital Investments, Global CAPM, Subsidiary financing Exchange rate and Geopolitical shocks	12
V	Foreign Exchange Reserves, Surplus and Deficit BOP, Disequilibrium and Adjustments, Accounting Principles in BOP.	12
References	Textbooks (Latest Editions) 1. Eun, C., Resnick, B., Chuluun, T., “International Financial Management”, McGraw Hill 2. Apte, P.G. Kapshe, S., “International Financial Management,” McGraw Hill.	

	3. Seth, A.K.,” International Financial Management,” Galgotia Publications, New Delhi	
	4. Gautam A., Jaiswal T., Keshari A., “International Financial Management”, PHI	

Course Outcomes	
CO1	<ul style="list-style-type: none"> • Appreciate the complexities of managing finance for a global corporation .
CO2	<ul style="list-style-type: none"> • Understand the basics of exchange rates and foreign exchange markets
CO3	<ul style="list-style-type: none"> • Appreciate the linkages between macroeconomic factors and exchange rates
CO4	<ul style="list-style-type: none"> • Understand the issues related to global fund raising, global portfolio investing and financing international subsidiaries
CO5	<ul style="list-style-type: none"> • Assess the risks associated with foreign investments, multinational capital budgeting, and international taxation.

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	2	2	2	2	2	1
CO2	2	1	2	2	2	2	2	2	1
CO3	2	1	3	2	2	3	2	2	2
CO4	2	2	3	2	3	3	2	3	2
CO5	2	2	3	3	3	3	2	3	2
Avg	2	1.4	2.6	2.2	2.4	2.6	2	2.4	1.6

MARKETING SPECIALISATION

Course Code & Title	24RMUD4133: Sales and Distribution Management	
Prgramme	B.B.A. (Honours)	Semester-VII
	Credit:4	Hours: 4/per week
Cognitive Level	K-1	• Describe key concepts in sales and distribution management.
	K-2	• Develop sales and distribution strategies for different business scenarios.
	K-3	• Assess the effectiveness of sales and distribution strategies.
Course Objectives	• Understand the fundamental principles, strategies, and techniques of sales and distribution management.	
	• Analyze consumer behavior, sales planning, and territory management for effective sales operations.	
	• Evaluate different distribution channels and logistics management for optimizing supply chain efficiency.	
	• Develop sales force management strategies, including recruitment, training, motivation, and performance evaluation.	
	• Assess the impact of digital transformation, emerging trends, and ethical considerations in sales and distribution management.	
Units	Contents	No. of Hours
I	Introduction to Sales and Distribution Management: Definition, Scope, and Importance of Sales and Distribution Management, Evolution of Sales Management and Emerging Trends Sales Process and Selling Skills, Role of Sales Managers and Sales Teams, Ethical and Legal Aspects of Selling.	12
II	Sales Planning and Strategy: Sales Forecasting and Territory Management, Sales Budgeting and Target Setting, Sales Promotion and Customer Engagement Strategies, Role of Personal Selling and Relationship Management, Digital Sales and E-commerce Strategies	12
III	Distribution Channel Management: Types of Distribution Channels and Their Functions, Channel Partner Selection and Relationship Management Logistics and Supply Chain Management in Distribution Retailing and Wholesaling Strategies Omni channel Distribution and Last-Mile Delivery Solutions.	12
IV	Sales force Management and Performance Evaluation Sales Team Recruitment, Training, and Development Compensation and Incentive Plans for Sales Personnel Performance Evaluation and Motivation Techniques Customer Relationship Management (CRM) in Sales Use of AI and Data Analytics in Sales force Management	12
V	Emerging Trends and Challenges in Sales and Distribution Role of Digital Marketing in Sales Management Automation and AI in Sales and Distribution Ethical Issues in Sales and Distribution Management Impact of COVID-19 on Sales and Supply Chain Operations Future Trends: Personalization, Sustainability, and Global Markets	12

References	<p>Suggested Books:</p> <ol style="list-style-type: none"> 1. Futrell, C. M. (2021). <i>Fundamentals of selling: Customers for life through service</i> (14th ed.). McGraw-Hill Education. 2. Johnston, M. W., & Marshall, G. W. (2021). <i>Sales force management: Leadership, innovation, technology</i> (13th ed.). Routledge. 3. Still, R. R., Cundiff, E. W., & Govoni, N. A. P. (2017). <i>Sales and distribution management</i> (6th ed.). Pearson. 4. Kotler, P., & Keller, K. L. (2022). <i>Marketing management</i> (16th ed.). Pearson. 5. Rosenbloom, B. (2018). <i>Marketing channels: A management view</i> (8th ed.). Cengage Learning. <p>Reference Books:</p> <ol style="list-style-type: none"> 1. Anderson, R. E., Dubinsky, A. J., & Mehta, R. (2021). <i>Personal selling and sales management</i> (3rd ed.). Pearson. 2. Weitz, B. A., Castleberry, S. B., & Tanner, J. F. (2019). <i>Selling: Building partnerships</i> (10th ed.). McGraw-Hill Education. 3. Zoltners, A. A., Sinha, P., & Lorimer, S. E. (2018). <i>Sales force design for strategic advantage</i> (2nd ed.). Harvard Business Review Press. 4. Kotler, P., Armstrong, G., & Agnihotri, P. (2020). <i>Principles of marketing</i> (18th ed.). Pearson India. 5. Tracy, B. (2015). <i>The psychology of selling: Increase your sales faster and easier than you ever thought possible</i>. Thomas Nelson.
Course Outcomes	
C01	<ul style="list-style-type: none"> • Explain key concepts and functions of sales and distribution management.
C02	<ul style="list-style-type: none"> • Apply sales planning, forecasting, and territory management techniques to enhance sales performance.
C03	<ul style="list-style-type: none"> • Design effective distribution strategies to optimize product reach and customer satisfaction.
C04	<ul style="list-style-type: none"> • Evaluate sales force management strategies, including training, compensation, and motivation techniques.
C05	<ul style="list-style-type: none"> • Assess emerging trends such as e-commerce, digital sales platforms, and ethical practices in sales and distribution management.

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	2	2	2	2	2	2
CO2	2	2	3	2	2	3	3	2	2
CO3	2	2	3	2	3	3	2	2	2
CO4	2	3	3	3	3	3	3	3	2
CO5	2	2	3	3	3	3	3	3	3
Avg	2	2	2.8	2.4	2.6	2.8	2.6	2.4	2.2

HUMAN RESOURCE MANAGEMENT SPECIALISATION

Course Code & Title	24RMUD4134: HRD – Systems and Strategies	
Programme	B.B.A. (Honours)	Semester- VII
	Credit:4	Hours: 4 perweek
Cognitive Level	K1	<ul style="list-style-type: none"> • Remembrance of the Statistics and logic concepts
	K2	<ul style="list-style-type: none"> • Analyse the different types of statistics tools to understand their specific uses.
	K3	<ul style="list-style-type: none"> • Learn the steps involved in preparing a balance sheet effectively.
Course Objectives	<ul style="list-style-type: none"> • To develop basic understanding of the concept of human behavior and organization. 	
	<ul style="list-style-type: none"> • To highlight the importance of OB in modern organizations. 	
	<ul style="list-style-type: none"> • To understand individual and group behavior in the workplace to improve the effectiveness of an organization 	
	<ul style="list-style-type: none"> • To critically evaluate leadership styles and strategies. 	
Units	Content	No. of Hours
I	Introduction to Human Behaviour and Organization: Meaning, importance, and historical development of organizational behavior; Factors influencing organizational behavior; Contributing disciplines of OB; OB models	10
II	Individual Behavior Foundations of Individual Behavior; Personality-Determinants of personality, Type A and B, Big Five personality types, stages of personality development; Attitude - components, job-related attitudes; Learning- concept, theories, and reinforcement; Perception - concept, perceptual process, factors influencing perception; Values - concept and types: terminal values and instrumental values; Motivation – Concept, importance, and theories of motivation- Early Theories of motivation (Need Hierarchy, Theory X and Theory Y, Two Factors Theory); Contemporary Theories of motivation (Self-Determination Theory, Goal-setting Theory, Reinforcement Theory, Self-efficacy Theory); Swami Vivekanand’s principles and approach to citizenship behavior ; Swami Vivekanand’s approach to personality development; Pandit Deendayal Upadhyaya approach to Integral humanism	12
III	Group and Team Behavior Groups and Work Teams: Concept: Five Stage model of group development; Groupthink and shift; Indian perspective on group norms, Group; Teams, Theoretical Frameworks and models of Teams, Types of teams; Creating team players from individual building. Individual & Group conflict; e-teams; Managing Virtual teams; Managing teams in the Gig economy; Managing Diverse Teams; Diversity, Equity & Inclusion; Organizational Justice, types of organizational justice; employee engagement	14
IV	Leadership & Power Leadership: Concept; Trait theories; Behavioral theories (Ohio and Michigan studies); Contingency theories, Authentic leadership; Mentoring, self-leadership; Inspirational Approaches (transformational, charismatic	12

V	Nurturant Task Leader ; Servant Leadership, Comparison of Indian leadership styles with other countries. Bases of Power; Elements of organization Culture; Leadership & organizational culture; Cultural differences in Leadership	12
References	Suggested Books (Latest Edition): 1. Robbins, Stephen - Organizational Behavior Prentice Hall of India Ltd., New Delhi. 2. Luthans F. Organizational Behavior: An Evidence-Based Approach McGraw Hil Publishers Co. Ltd., New Delhi 3. Rao, VSP-Organization Behavior –Himalaya Publishing House. 4. Aswathappa.K.- Organizational Behavior–Himalaya Publishing House, Mumbai, 18th Edition. References: 5. Upadyaya D (2016) Integral humanism: An analysis of some basic elements. Prabhat Prakashan, Delhi	
Course Outcomes		
CO1	<ul style="list-style-type: none"> Understand individual and group behavior in organizational settings. 	
CO2	<ul style="list-style-type: none"> Apply theoretical knowledge of human behavior in human life setting in management. 	
CO3	<ul style="list-style-type: none"> Evaluate the lacunae in the system to be able to improve the organization health and other OB outcomes 	
CO4	<ul style="list-style-type: none"> Create a more productive system and high-performance work culture operating on the principles of OB 	
CO5	<ul style="list-style-type: none"> Apply modern HRD strategies such as competency mapping, coaching, mentoring, and e-learning in real-life workplace settings. 	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	3	2	2	2	2	2	2	2	2
CO2	2	2	2	2	2	2	2	2	2
CO3	2	3	3	3	2	3	3	3	2
CO4	2	3	3	3	2	3	3	3	3
CO5	2	2	3	2	3	3	3	3	2
Avg	2.2	2.4	2.6	2.4	2.2	2.6	2.6	2.6	2.2

BUSINESS ANALYTICS SPECIALISATION

Course Code & Title	24RMUD4135: Business Analytics using R/Python	
Programme	B.B.A. (Honours)	Semester-VII
Credit	4	Hours: 4/per week
Cognitive Level	K-1	<ul style="list-style-type: none"> • Explain R programming concepts, data structures, and syntax.
Cognitive Level	K-2	<ul style="list-style-type: none"> • Use R programming for data manipulation, decision-making, and visualization.
Cognitive Level	K-3	<ul style="list-style-type: none"> • Interpret and evaluate data representations, statistical outputs, and graphical trends.
Course Objectives	<ul style="list-style-type: none"> • Understand the fundamentals of R programming • Develop proficiency in handling different data types • Apply control structures such as loops • Perform data manipulation • Generate graphical representations of data using bar charts 	
Units	Contents	No. of Hours
I	Introduction: Features of R – How to install and run R – Comments in R – Reserved words – Identifiers – Constants – Variables – Operators (Arithmetic, Relational, Logical, Assignment, Miscellaneous Operators) – Operator Precedence – Strings. Basic Data Types (Numeric, Integer, Complex, Logical, Character)	12
II	Creating, combining vectors – Accessing Vector Elements – Modifying Vectors – Deleting Vectors- Vector arithmetic and Recycling – Vector Element Sorting – Reading Vectors – Creating Lists Accessing List elements – Updating List Elements –Merging Lists – List to Vector conversion – Creating matrices – Accessing Matrix Elements – Matrix Arithmetic – Matrix Manipulation – Matrix Operations.	12
III	Arrays, Factors and Data Frames Creating Arrays – Accessing Array Elements – Array Element Manipulation – Array Arithmetic – Creating factors – Accessing Factor Components – Modifying factors – Creating Data Frames – Accessing Data Frames Components – Modifying Data Frames Aggregating Data – Sorting Data – Merging Data – Reshaping data – Sub-setting data – Data Type Conversion	12
IV	Flow Control & Functions Decision making (using if statement - if...else statement - Nested If...Else statement - if else function - Switch statement) – Loops (for loop – while Loop – repeat Loop) – Loop Control statements – break statement – next statement – Function definition and Function Calling – Function without arguments – Built-in functions (Mathematical functions – Character functions – statistical functions – date and time functions – other functions – Recursive function)	12
V	Charts & Graphs Bar charts (Plotting bars vertically and horizontally – Plotting categorical data – Grouped bar chart – Stacked bar chart) – Histogram (Simple histogram – Histogram with labels, breaks and density lines) – Line graphs (Simple line graph & Graphs with Multiple lines) – Pie charts (Simple and 3D pie charts)	12

References	<p>Suggested Books:</p> <ol style="list-style-type: none"> 1. Jose, J. (2018). <i>Beginner's guide for data analysis using R programming</i>. Khanna Publishing House. 2. Teetor, P. (2011). <i>R cookbook</i>. O'Reilly Media. 3. Grolemund, G., & Wickham, H. (2017). <i>R for data science: Import, tidy, transform, visualize, and model data</i>. O'Reilly Media. 4. Hodeghatta, U. R., & Nayak, U. (2017). <i>Practical business analytics using R and Python</i>. Apress. 5. Grolemund, G. (2014). <i>Hands-on programming with R: Write your own functions and simulations</i>. O'Reilly Media. <p>Reference Books:</p> <ol style="list-style-type: none"> 1. James, G., Witten, D., Hastie, T., & Tibshirani, R. (2013). <i>An introduction to statistical learning: With applications in R</i>. Springer. 2. Venables, W. N., & Ripley, B. D. (2002). <i>Modern applied statistics with S</i> (4th ed.). Springer. 3. Lander, J. P. (2017). <i>R for everyone: Advanced analytics and graphics</i> (2nd ed.). Addison-Wesley. 4. Adler, J. (2012). <i>R in a nutshell: A desktop quick reference</i>. O'Reilly Media. 5. Peng, R. D. (2019). <i>R programming for data science</i>. Leanpub.
Course Outcomes	
CO1	<ul style="list-style-type: none"> • Demonstrate a clear understanding of R programming concepts and syntax.
CO2	<ul style="list-style-type: none"> • Apply R data structures such as vectors, matrices, and data frames for efficient data handling.
CO3	<ul style="list-style-type: none"> • Use control flow mechanisms and functions to optimize data analysis workflows.
CO4	<ul style="list-style-type: none"> • Implement data visualization techniques to interpret and present data effectively.
CO5	<ul style="list-style-type: none"> • Develop data-driven insights through statistical and graphical analysis using R.

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	3	2	2	2	2	3	2	2	1
CO2	2	2	3	2	2	3	3	2	2
CO3	2	2	3	2	3	3	3	2	2
CO4	2	2	2	2	2	2	2	3	2
CO5	2	2	3	3	3	3	3	3	3
Avg	2.2	2	2.6	2.2	2.4	2.8	2.6	2.4	2

INTERNATIONAL BUSINESS SPECIALISATION

Course Code & Title	24RMUD4136: International Trade Policy & Strategy	
Programme	B.B.A. (Honours)	Semester- VII
	Credit:4	Hours: 4 per week
Cognitive Level	K1	• Remembrance of the Statistics and logic concepts
	K2	• Analyse the different types of statistics tools to understand their specific uses.
	K3	• Learn the steps involved in preparing a balance sheet effectively.
Course Objectives	• Understand the Fundamentals of International Trade – Learn key concepts, trade theories, and the role of trade in global economic development.	
	• Analyze Trade Policies and Regulations – Study national and international trade policies, tariffs, quotas, trade agreements, and their economic impact.	
	• Examine Global Trade Organizations and Agreements – Understand the role of WTO, IMF, World Bank, and regional trade agreements like NAFTA, ASEAN, and EU.	
	• Develop Strategic Trade Policies for Business Growth – Learn how businesses formulate trade strategies to enter and compete in global markets.	
	• Assess the Impact of Trade Barriers and Economic Policies – Analyze protectionism, free trade, trade wars, and their effects on international trade.	
Units	Content	No. of Hours
I	Introduction India's foreign trade, Direction and composition of India's exports and imports, need for and significance of foreign trade policy, Preamble and legal framework of foreign trade policy, Various definitions, Government objectives under Foreign Trade Policy,	10
II	Import Policies Structure of Import Policy, Instruments of Import Policy- Import Substitution, Import restrictions- Types of Licensing – OGL, Canalized, Replenishment, Automatic; Advance and Additional License; Holding of License, Third party, Exim scripts, Conditions of license, Negative List. Tariff - Types of Tariffs	12
III	Export Promotion Policies Export led growth and Export support growth, Review of Export Promotion Policies since 1991, Export Promotion Schemes (MEIS), EPCG scheme, Duty drawback scheme, DE passbook scheme, Deemed exports, Current Foreign Trade Policy.	14
IV	Regulatory and Institutional Set-up FEMA, Export Promotion Councils, Commodity Boards, Development Authority (APEDA, MPEDA), Export Houses, Export Processing Zone (EPZ), Foreign Trade Zone (FTZ	12
V	Electronics Hardware Technology Parks (EHTP), Software Technology Parks (STP), Special Economic Zone (SEZ), Agri Export Zone (AEZ), 100% Export Oriented Unit (E.O.U).	12
References	Textbooks (Latest Edition): 1. Export Management, Himalaya Publishing House, Divya Singh and Amit Gautam 2. Foreign Trade Policy, Ministry of Commerce, Govt. of India 3. Handbook of Procedures, Directorate General of Foreign Trade, Govt. of India 4. Economic Survey, Ministry of Finance, Govt. of India	

Course Outcomes	
CO1	<ul style="list-style-type: none"> • Understand Key Concepts of International Trade – Explain trade theories, global trade dynamics, and their impact on economic growth.
CO2	<ul style="list-style-type: none"> • Analyze Trade Policies and Regulatory Frameworks – Evaluate the role of governments, WTO, regional trade agreements, and regulatory bodies in shaping international trade.
CO3	<ul style="list-style-type: none"> • Develop Strategic Trade Policies for Global Business – Apply trade strategies such as export promotion, foreign direct investment (FDI), and market entry planning.
CO4	<ul style="list-style-type: none"> • Assess the Impact of Trade Barriers and Agreements – Examine the effects of tariffs, quotas, trade wars, and free trade agreements on international markets
CO5	<ul style="list-style-type: none"> • Apply Trade Analytics and Market Research for Decision-Making – Use trade data, economic indicators, and digital tools to formulate trade policies and business strategies.

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	2	2	2	2	3	2	2	2
CO2	2	2	3	3	2	3	3	3	2
CO3	2	3	3	2	3	3	3	3	3
CO4	2	2	3	2	2	3	3	3	2
CO5	3	2	3	2	3	3	3	3	2
Avg	2.2	2.2	2.8	2.2	2.4	3	2.8	2.8	2.2

SUPPLY CHAIN MANAGEMENT SPECIALISATION

Course Code & Title	24RMUD4137: Inventory Management	
Programme	B.B.A. (Honours)	Semester- VII
	Credit:4	Hours: 4 per week
Cognitive Level	K1	<ul style="list-style-type: none"> Define inventory management and its importance in supply chain operations.
	K2	<ul style="list-style-type: none"> Apply inventory classification techniques (FIFO, LIFO, JIT) in real-world scenarios.
	K3	<ul style="list-style-type: none"> Evaluate inventory optimization strategies to balance cost and service levels.
Course Objectives	<ul style="list-style-type: none"> Understand the Fundamentals of Inventory Management – Learn key concepts, functions, and significance in supply chain operations. 	
	<ul style="list-style-type: none"> Classify Different Types of Inventories – Identify and manage raw materials, work-in-progress (WIP), finished goods, and safety stock. 	
	<ul style="list-style-type: none"> Apply Inventory Control Techniques – Utilize methods like Economic Order Quantity (EOQ), ABC Analysis, FIFO, LIFO, and Just-in-Time (JIT). 	
	<ul style="list-style-type: none"> Analyze Demand Forecasting and Inventory Planning – Study techniques for predicting demand and maintaining optimal stock levels. 	
<ul style="list-style-type: none"> Implement Technology in Inventory Management – Explore the role of bar-coding, RFID, AI, and cloud-based inventory systems. 		
Units	Content	No. of Hours
I	Introduction to Inventory and Materials Management: Concepts and Issues, Types of inventories, Inventory costs and their measurement, Structure of inventory models, Importance and areas of materials management.	10
II	Inventory Problems and Selective Inventory Management: Classification of inventory problems, Importance-based classification of inventory, selective inventory management techniques and their use, Numerical problems.	12
III	Static Inventory Problems under Risk: General characteristics, Opportunity cost matrix and cost structure, Mathematical formulations (discrete and continuous cases), Imputation of costs, Numerical problems	14
IV	Dynamic Inventory Problems under Certainty: General characteristics, Fixed Order Size System (EOQ and its variants), Economic Production Quantity (EPQ), Fixed order interval system, Inventory problem formulation and solution under Constraints, Numerical problems.	12
V	Dynamic Inventory Problems under Risk: General characteristics, Types of inventory control systems with known stock-out costs and service levels, Approximate and exact methods for safety stock determination, Numerical problems.	12
References	<ol style="list-style-type: none"> 1. Starr, M K and Miller,D W, Inventory Control: Theory and Practice, Prentice Hall. 2. Tersine, R J, Principles of Inventory and Materials Management, PTR Prentice Hall. 3. 3.Silver, E A, Pyke, D F and Peterson, R, Inventory Management and Production Planning and Scheduling, John Wiley 	

Course Outcomes	
CO1	<ul style="list-style-type: none"> • Understand the Principles of Inventory Management – Explain the role, functions, and significance of inventory in supply chain operations.
CO2	<ul style="list-style-type: none"> • Classify and Manage Different Types of Inventories – Identify and effectively control raw materials, work-in-progress (WIP), and finished goods.
CO3	<ul style="list-style-type: none"> • Apply Inventory Control Techniques – Implement EOQ, ABC Analysis, FIFO, LIFO, JIT, and other inventory management strategies.
CO4	<ul style="list-style-type: none"> • Analyze Demand Forecasting for Inventory Optimization – Use forecasting models to maintain optimal stock levels and reduce costs.
CO5	<ul style="list-style-type: none"> • Leverage Technology in Inventory Management – Utilize RFID, bar-coding, and AI-based systems for real-time inventory tracking and automation.

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	2	2	2	2	3	2	2	2
CO2	2	2	3	2	2	3	3	2	2
CO3	2	2	3	3	3	3	3	3	2
CO4	3	2	3	2	3	3	3	2	2
CO5	3	2	2	2	3	3	3	2	2
Avg	2.4	2	2.6	2.2	2.6	3	2.8	2.2	2

Discipline Specific Electives –VI
Finance Specialisation

Course Code & Title	24RMUD4138: Investment Analysis and Port Folio Management	
Programme	B.B.A. (Honours)	Semester- VII
	Credit:4	Hours: 4 per week
Cognitive Level	K1	• Remembrance of the Statistics and logic concepts
	K2	• Analyse the different types of statistics tools to understand their specific uses.
	K3	• Learn the steps involved in preparing a balance sheet effectively.
Course Objectives	• Understand the unique challenges in managing the financial activities of a global corporation	
	• Understand the structure, functioning and importance of Foreign Exchange Markets.	
	• Understand the factors determining and impacting foreign exchange rates	
	• Appreciate the challenges of global fund raising, global portfolio investing and financing international subsidiaries	
Units	Content	No. of Hours
I	Introduction to International Financial Management Domestic vs International Financial Management, Multinational Corporations, Exchange Rate, International Trade, Theory of Comparative Costs, Hecksher-Ohlin Theory, Free Trade V/s Protection, Barriers to Foreign Trade	10
II	Exchange Rate Determinants Fixed rate, Floating Rate, Managed Rate, Factors affecting Exchange rates; Theories of Purchasing Power Parity Theory, Demand and Supply, Fisher Effect, Interest rate parity; Role of Central banks in managing exchange rate; Exchange rate shocks – devaluation and economic crisis	12
III	Foreign Exchange Market Defining Foreign Exchange Market, Participants, Structure, Spot and Forward rates, Foreign Exchange Quotations, Cross Rates, Inverse rates, Arbitrage	14
IV	International Investments Raising capital across the globe, GDRs, ADRs, Dollar Debt, Masala Bonds International Portfolio Investments, Diversification benefits, Global Macroeconomic risks International Capital Investments, Global CAPM, Subsidiary financing Exchange rate and Geopolitical shocks	12
V	Tariff and Non-Tariff Barriers; Meaning of BOP, Importance of BOP, Components of BOP, Foreign Exchange Reserves, Surplus and Deficit BOP, Disequilibrium and Adjustments, Accounting Principles in BOP.	12
References	Textbooks (Latest Editions) 1. Eun, C., Resnick, B., Chuluun, T., “International Financial Management”, McGraw Hill 2. Apte, P.G. Kapshe, S., “International Financial Management,” McGraw Hill. 3. Seth, A.K.,” International Financial Management,” Galgotia Publications, New Delhi 4. Gautam A., Jaiswal T., Keshari A., “International Financial Management”, PHI	
Course Outcomes		
CO1	• Appreciate the complexities of managing finance for a global corporation	
CO2	• Understand the basics of exchange rates and foreign exchange markets	
CO3	• Appreciate the linkages between macroeconomic factors and exchange rates	

CO4	<ul style="list-style-type: none"> Understand the issues related to global fund raising, global portfolio investing and financing international subsidiaries
CO5	<ul style="list-style-type: none"> Assess the impact of risk and return trade-offs on investment decisions.

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	2	3	2	2	3	3	2	2
CO2	2	1	3	2	2	3	2	2	1
CO3	2	1	3	2	2	3	2	2	1
CO4	2	2	3	2	3	3	3	2	2
CO5	2	2	3	2	3	3	3	2	2
Avg	2	1.6	3	2	2.4	3	2.6	2	1.6

MARKETING SPECIALISATION

Course Code & Title	24RMUD4139: Marketing of Services	
Programme	B.B.A. (Honours)	Semester- VII
	Credit:4	Hours: 4 per week
Cognitive Level	K1	<ul style="list-style-type: none"> • Remembrance of the Statistics and logic concepts
	K2	<ul style="list-style-type: none"> • Analyse the different types of statistics tools to understand their specific uses.
	K3	<ul style="list-style-type: none"> • Learn the steps involved in preparing a balance sheet effectively.
Course Objectives	<ul style="list-style-type: none"> • Understand the Fundamentals of Service Marketing – Learn key concepts, characteristics, and differences between product and service marketing. 	
	<ul style="list-style-type: none"> • Analyze Consumer Behavior in the Service Industry – Study customer expectations, perceptions, and decision-making processes in service consumption. 	
	<ul style="list-style-type: none"> • Develop Effective Service Marketing Strategies – Apply the 7Ps of service marketing (Product, Price, Place, Promotion, People, Process, Physical Evidence) for business growth. 	
	<ul style="list-style-type: none"> • Examine Service Quality and Customer Satisfaction – Understand service quality models (SERVQUAL) and techniques for enhancing customer experience 	
	<ul style="list-style-type: none"> • Implement Relationship Marketing and Customer Retention Strategies – Explore loyalty programs, CRM, and personalized marketing approaches. 	
Units	Content	No. of Hours
I	Understanding Services, Service Consumers and Managing Services Quality Difference between goods and services marketing; Challenges of Services Marketing; Role of internal and interactive marketing in services; Services Marketing Myopia, Expanded Services Marketing mix; Levels of service expectations; Factors influencing Consumers' perception of service; Different types of Service Quality; Determinants of Service Quality; Gap Model of Service Quality; Servqual instrument to measure service quality; Service quality research.	10
II	Service as Product, Service Delivery Process and Service Pricing Distinction between core, facilitating, and support services; Different levels of customer participations in the creation of service and the strategies to enhance the customer participation in service production and delivery; Service blue-printing and its benefits; Customer Service standards; Strategies to manage fluctuations of demand in the creation and delivery of services; Service delivery intermediaries; Setting up Service prices- costs, perceived value and competition; Revenue Management in specific service industries; Pricing concepts- price bundling, captive pricing, two-part pricing, loss-leadership pricing and result-based pricing; Price competition challenges.	12
III	Service Communication, Branding, Physical Evidence in Service Challenges in designing communication programme for services; Service communication problems; Strategies for matching service promises with delivery; Services advertising; Role of promotion in marketing of services; Services cape, the roles played by the services cape, and its effects; Environmental dimensions of services cape; High-contact and Low-contact ; Approaches for understanding services cape effects.	14
IV	Service Failures, Recovery Strategies, Managing People and Customer Re-	12

	relationships Service failures; strategies and tactics of service recovery in the event of a service failure; service guarantee and its role in promoting and achieving service quality; customer feedback system; human resource strategies for customer-oriented service delivery;	
V	Internal marketing in delivering the promise made to customers (through external marketing); interactive marketing (managing the moments of truth); guideline for people in service organizations; service oriented organizational structure; customer loyalty; customer lifetime value; customer equity; framework for building customer loyalty.	12
References	Suggested Books (Latest Edition): <ol style="list-style-type: none"> 1. Services Marketing: V Zeithaml, Gremler, Bitner and Ajay Pandit, 7th Edition TMH,2018 2. Services Marketing: Jochen Wirtz, Christopher H. Lovelock & Jayanta Chatterjee 9th Edition; Published by World Scientific, 2023 3. Service Management: Operations, Strategy, Information Technology, Sanjeev Bordoloi, James Fitzsimmons and Mona Fitzsimmons 10th Edition ISBN10: 1264098359 ISBN13: 9781264098354 © 2023 3. 4. Services Marketing: Concepts, Strategies & Cases K. Douglas Hoffman John E.G. Bateson ISBN: 9789386858771 Edition: 5th © Year: 2017 	
Course Outcomes		
CO1	<ul style="list-style-type: none"> • Understand the Concept of Services and intangible products 	
CO2	<ul style="list-style-type: none"> • Discuss the relevance of the services Industry to Industry 	
CO3	<ul style="list-style-type: none"> • Examine the characteristics of the services industry 	
CO4	<ul style="list-style-type: none"> • Analyse the role and relevance of Quality in Services 5. Visualize future changes in the services Industry 	
CO5	<ul style="list-style-type: none"> • Implement Relationship Marketing and Customer Retention Techniques – Apply CRM, loyalty programs, and personalization to enhance customer engagement. 	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	1	2	2	1	2	2
CO2	2	2	2	1	2	2	2	2	2
CO3	2	1	2	2	2	2	2	2	2
CO4	2	2	3	2	2	3	3	3	2
CO5	3	2	3	2	3	3	3	3	3
Avg	2.2	1.6	2.4	1.6	2.2	2.4	2.2	2.4	2.2

HUMAN RESOURCES MANAGEMENT SPECIALISATION

Course Code & Title	24RMUD4140: Negotiation Skills	
Programme	B.B.A. (Honours)	Semester - VII
Credit:4	Hours: 4 per week	
Cognitive Level	K1	• Remembrance of the Statistics and logic concepts
	K2	• Analyse the different types of statistics tools to understand their specific uses.
	K3	• Learn the steps involved in preparing a balance sheet effectively.
Course Objectives	• To understand the negotiation process	
	• To sensitize students to the psychology of negotiations	
	• Understand the win-win negotiation skills	
	• Learn about the biases in psychology which influence Negotiation process	
Units	Content	No. of Hours
I	Negotiation Booster Primer, covering BATNA, ZOPA Ego-tiation is the New Negotiation; Prime Yourself for Success; Manage Perception to Win Negotiation; The Three-Dimensional (3D) Perception Model; Impression Management	10
II	Attribution Trap; On Profiling: Strategy How to Impact Behavior: The Feel–Think–Act Trio; Listening: The Ego Whisperer; Two-Dimensional Listening - Creating a Bond: Gender and Negotiations; Impact of Culture on Negotiation; Virtual Negotiation;	12
III	Psychology and Neuroscience of Negotiations: When Rationality fails- Biases of the mind; When rationality fails Biases of the Heart; Negotiating rationality in an Irrational World. ***Neuroscience of Negotiations.	14
IV	Negotiating in the real world’s Blind spots and Negotiations; Confronting Lies and Deception; Recognizing and resolving ethical dilemmas; Negotiating from a position of weakness; When Negotiations get ugly; When not to negotiate	12
V	Negotiation Booster Sealer, Case 1 The Redline Documents Power Struggle; Case 2 What Lies Beneath the Iceberg Tip; Case 3 Labels are a Self-Fulfilling Prophecy; Case 4 Do Not Split the Cake, Bake a Larger One; Case 5 There is Always an Alternative ‘Case 6 Communicate to Win	12
References	Suggested Books (Latest Edition): 1 1. Negotiation Booster the Ultimate Self-Empowerment Guide to High Guide to High-Impact Negotiations, Prof. Dr. Kasia Jagodzinski, 2021, Business expert Press. a. E-book available 2. Malhotra, D., & Bazerman, M. H. (2008). Negotiation genius: New York, N.Y: Bantam Dell 3. Psychology Today, 30th Jan 2024, Christopher Willard Psy.D. The Neuroscience of Negotiation An introduction to leveraging neuroscience to communicate more effectively. 2. 4.Winning Negotiations that preserve Relationships, Harvard Business School Press	

	3. 5. Negotiating with Winning Words Dialogue and Skills to Help You Come Out Ahead in Any Business Negotiation Michael Schatzki, 2018, Business expert Press.	
Course Outcomes		
CO1	<ul style="list-style-type: none"> Analyse the tactics to use when negotiating 	
CO2	<ul style="list-style-type: none"> Describe the various biases of Negotiations. 	
CO3	<ul style="list-style-type: none"> Understand the basic neuroscience of negotiation to create a win win situation. 	
CO4	<ul style="list-style-type: none"> Apply the knowledge of negotiations in personal and professional space. 	
CO5	<ul style="list-style-type: none"> Able to communicate to win using negotiation skills 	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	3	3	2	2	2	2	2	3
CO2	2	2	2	2	2	2	1	2	2
CO3	2	2	3	2	2	3	2	2	2
CO4	3	3	3	3	3	3	3	3	3
CO5	3	3	2	2	3	2	2	2	3
Avg	2.4	2.6	2.6	2.2	2.4	2.4	2	2.2	2.6

BUSINESS ANALYTICS SPECIALISATION

Course Code & Title	24RMUD4141: HR Analytics	
Programme	B.B.A. (Honours)	Semester- VII
	Credit:4	Hours: 4 per week
Cognitive Level	K1	• Remembrance of the Statistics and logic concepts
	K2	• Analyse the different types of statistics tools to understand their specific uses.
	K3	• Learn the steps involved in preparing a balance sheet effectively.
Course Objectives	• Understand the Fundamentals of HR Analytics – Learn key concepts, importance, and role of data-driven decision-making in human resource management.	
	• Explore HR Metrics and Key Performance Indicators (KPIs) – Identify essential HR metrics such as employee turnover, engagement, productivity, and retention rates.	
	• Apply Data-Driven Decision-Making in HR – Utilize analytics to improve recruitment, performance management, compensation, and workforce planning.	
	• Leverage Technology and HR Analytics Tools – Understand the use of AI, machine learning, dashboards, and HR software for people analytics.	
	• Analyze Workforce Trends and Predictive Analytics – Study workforce planning models, talent forecasting, and succession planning strategies.	
Units	Content	No. of Hours
I	Evolution and rise of HR Analytics, Application of HR metrics: HR operations metrics, recruitment metrics, training and development metrics, to measure, monitor and take corrective actions so as to conduct the HR function and operations efficiently.	10
II	Descriptive analytics, HR dashboards using any software, slicing and Dicing of HR data with pivot table application	12
III	HR analytics application of correlation and regression, understanding variants of T test, one way and two-way ANOVA, interpretation and understanding of different statistical tools and techniques, classification problem using logistic regression.	14
IV	HR Analytics applied to absenteeism, HR operations efficiency, job classification, employee attrition, training and development, Decision tree and clustering algorithms.	12
V	Future Trends and Strategic Implementation-Emerging Trends in HR Analytics – Explore emerging HR analytics trends including AI, machine learning, and predictive tools. Understand DEI analytics, strategic workforce planning, ethical data use, and GDPR. Examine real-world applications, challenges, and future career opportunities in HR analytics.	12
References	Suggested Books (Latest Edition): 1. Practical Applications of HR Analytics, by Manish Gupta Pratyush Banerjee, Jatin Pandey, Sage (Text book). 2. HR Analytics: Connecting Data and Theory by Rama Shankar Yadav and Sunil Maheshwari, Wiley (Text Book)	

	<p>2. HR Analytics Essentials You Always Wanted to Know (Self-Learning Management Series) Dr. Michael Walsh, Vibrant Publishers.</p> <p>3. Doing Hr Analytics: A Practitioner's Handbook with R Examples by Mr. Sundmark, Lyndon .</p> <p>4. 5.HR Analytics, 2ed: Understanding Theories and Applications by Dipak Kumar Bhattacharyya, Wliey</p>	
Course Outcomes		
CO1	<ul style="list-style-type: none"> Students will understand the importance of using data and analytics and the HR metrics leading to data-driven decision-making. 	
CO2	<ul style="list-style-type: none"> Students will enhance their analytical skills to collect, analyze, interpret, and visualize HR data using statistical and analytical tools 	
CO3	<ul style="list-style-type: none"> Students will apply analytics techniques to address real-world HR challenges and problems. 	
CO4	<ul style="list-style-type: none"> Students will familiarize themselves with key HR metrics, performance indicators, and benchmarks used to assess and measure HR outcomes and effectiveness 	
CO5	<ul style="list-style-type: none"> Implement key HR metrics and KPIs to evaluate recruitment, retention, and training effectiveness. 	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	2	2	2	2	2	2	2	2
CO2	3	2	3	2	3	3	3	2	2
CO3	2	2	3	2	3	3	3	2	2
CO4	2	2	2	2	2	3	3	3	2
CO5	3	3	2	3	3	3	3	3	3
Avg	2.4	2.2	2.4	2.2	2.6	2.8	2.8	2.4	2.2

INTERNATIONAL BUSINESS SPECIALISATION

Course Code & Title	24RMUD4142: Transactional and Cross-Cultural Marketing	
Programme	B.B.A. (Honours)	Semester- VII
	Credit:4	Hours: 4 per week
Cognitive Level	K1	• Remembrance of the Statistics and logic concepts
	K2	• Analyse the different types of statistics tools to understand their specific uses.
	K3	• Learn the steps involved in preparing a balance sheet effectively.
Course Objectives	• Understand the Fundamentals of Transactional and Cross-Cultural Marketing – Learn key concepts, principles, and differences between transactional and relationship-based marketing.	
	• Analyze Consumer Behavior in Diverse Markets – Study how cultural, social, and psychological factors influence purchasing decisions across different regions.	
	• Explore Cross-Cultural Marketing Strategies – Develop marketing approaches tailored to diverse cultural backgrounds, traditions, and values.	
	• Apply Transactional Marketing Techniques – Implement short-term, sales-driven marketing strategies focused on customer acquisition and revenue generation	
	• Leverage Digital and Global Marketing Trends – Understand the impact of globalization, social media, and digital transformation on cross-cultural marketing.	
Units	Content	No. of Hours
I	Introduction to Transnational Marketing: Evolution of Transnational marketing strategies; Importance of cultural sensitivity in transnational marketing; Cultural dimensions and their impact on consumer behavior; Cultural differences in attitudes, values, and perceptions; Hofstede's cultural dimensions theory and its relevance to marketing	10
II	Transnational Branding and Identity: Building a Transnational brand identity across diverse cultural contexts; Strategies for developing culturally relevant brand messaging; Case studies of successful Transnational brands and their branding strategies; Integrated marketing communication (IMC) in Transnational campaigns; Adapting advertising messages and promotional tactics for different cultural audiences; Leveraging digital and social media platforms for transnational marketing	12
III	Transnational Marketing Strategies and Implementation Product, Price Distribution: Product standardization vs. localization in international markets; Strategies for adapting products to meet cultural preferences and regulatory requirements; International Product Pricing; Balancing Transnational consistency with local relevance; Transnational distribution channels and logistics considerations; Cross-border e-commerce trends and strategies	14
IV	Ethical and Social Responsibility in Transnational Marketing and Emerging Trends: Ethical dilemmas and cultural considerations in Transnational marketing practices, Corporate social responsibility (CSR) initiatives in cross-cultural contexts; Responsible marketing practices for diverse	12

	cultural audiences; Technological advancements and their impact on Transnational marketing strategies; Future directions of transnational marketing.	
V	Case studies: Students will carry out case studies on the above 4 units' topics.	12
References	<p>Suggested Books (Latest Editions):</p> <ol style="list-style-type: none"> 1. Global Marketing Management, Wiley, Masaaki Kotabe and Kristiaan Helsen 2. Global Marketing, 10th edition, Pearson, Mark C. Green; Simpson College; Warren, J. Keegan 3. International Marketing, 19th Edition, McGraw Hill, Philip R. Cateora, Bruce Money, Mary C Gilly, John Graham <p>Research Papers:</p> <ol style="list-style-type: none"> 1. Steenkamp, J.-B. E. M., & Batra, R. (2015). Transnational Marketing and Cultural Adaptation: Strategies for Success. Journal of International Marketing, 23(4), 73-96. DOI: 10.1509/jim.15.0008. 2. Usunier, J.-C., & Lee, J. A. (2013). Cross-Cultural Brand Management: Strategies for Success. Journal of International Business Studies, 44(3), 375-396. DOI: 10.1057/jibs.2013.23. 3. Kumar, V., & Roberts, J. A. (2014). Global Marketing Strategy: Product Standardization vs. Adaptation. Journal of International Marketing, 22(1), 28-43. DOI: 10.1509/jim.14.0004. 	
Course Outcomes		
CO1	<ul style="list-style-type: none"> Understand and explain the evolution of Transnational marketing strategies and the importance of cultural sensitivity in transnational marketing. 	
CO2	<ul style="list-style-type: none"> Analyze the impact of cultural dimensions on consumer behavior and marketing strategies, including the application of Hofstede's cultural dimensions theory. 	
CO3	<ul style="list-style-type: none"> Develop Transnational branding strategies that resonate with diverse cultural audiences, leveraging integrated marketing communication (IMC) and digital platforms. 	
CO4	<ul style="list-style-type: none"> Design and Implement transnational marketing campaigns that effectively adapt advertising messages and promotional tactics to different cultural audiences. 	
CO5	<ul style="list-style-type: none"> Apply cross-cultural branding and positioning techniques to enhance global market reach. 	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	3	2	2	1	2	2
CO2	2	2	3	3	2	3	2	2	2
CO3	3	2	3	3	3	3	3	2	3
CO4	3	2	3	2	3	3	3	3	3
CO5	2	2	3	3	2	3	2	2	3
Avg	2.4	1.8	2.8	2.8	2.4	2.8	2.2	2.2	2.6

SUPPLY CHAIN MANAGEMENT SPECIALISATION

Course Code & Title	24RMUD4143: Supply Chain Analytics	
Pro-gramme	B.B.A. (Honours)	Semester-VII
	Credit:4	Hours: 4/per week
Cognitive Level	K-1	<ul style="list-style-type: none"> • Explain supply chain analytics concepts, methodologies, and tools.
	K-2	<ul style="list-style-type: none"> • Use data analytics techniques to optimize inventory, logistics, and supply chain operations.
	K-3	<ul style="list-style-type: none"> • Interpret analytical results to make informed supply chain management decisions.
Course Objectives	<ul style="list-style-type: none"> • Understand the fundamental concepts of supply chain analytics and their role in decision-making. • Apply data-driven techniques and analytical tools to optimize supply chain performance. • Utilize predictive analytics and machine learning models to forecast demand and inventory requirements. • Implement optimization and simulation techniques for logistics and transportation planning. • Evaluate and interpret supply chain analytics insights to enhance business strategies and efficiency. 	
Units	Contents	No. of Hours
I	Introduction to Supply Chain Analytics: Definition and Importance of Supply Chain Analytics Types of Analytics: Descriptive, Predictive, and Prescriptive Analytics Role of Big Data, IoT, and AI in Supply Chain Analytics Key Performance Indicators (KPIs) in Supply Chain Management	12
II	Data-Driven Decision Making in Supply Chains Data Collection and Data Cleaning Techniques Demand Forecasting Using Time Series Analysis Inventory Optimization Models Risk Analysis and Mitigation in Supply Chains	12
III	Logistics and Transportation Analytics Optimization of Transportation Networks Route Planning and Last-Mile Delivery Analytics Simulation Techniques in Logistics Warehouse Analytics and Storage Optimization	12
IV	Supply Chain Performance Measurement and Improvement Supply Chain Scorecards and Dashboards Benchmarking and Performance Metrics Lean and Six Sigma in Supply Chain Optimization Case Studies in Supply Chain Analytics	12
V	Emerging Trends in Supply Chain Analytics Block chain in Supply Chain Management Artificial Intelligence and Machine Learning in Supply Chain Analytics Sustainability and Green Supply Chain Analytics Future of Supply Chain Analytics: Digital Twins and Automation	12

References	<p>Suggested Books:</p> <ol style="list-style-type: none"> Chopra, S., & Meindl, P. (2021). <i>Supply chain management: Strategy, planning, and operation</i> (8th ed.). Pearson. Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2021). <i>Designing and managing the supply chain: Concepts, strategies, and case studies</i> (4th ed.). McGraw-Hill Education. Choi, T. M., Wallace, S. W., & Wang, Y. (2018). <i>The Oxford handbook of supply chain management</i>. Oxford University Press. Waller, M. A., & Fawcett, S. E. (2013). <i>Data science, predictive analytics, and big data: A revolution that will transform supply chain design and management</i>. Pearson FT Press. Monczka, R., Handfield, R., Giunipero, L., & Patterson, J. (2021). <i>Purchasing and supply chain management</i> (7th ed.). Cengage Learning. <p>Reference Books:</p> <ol style="list-style-type: none"> Brindley, C. (2017). <i>Supply chain risk</i>. Routledge. Stadtler, H., Kilger, C., & Meyr, H. (2015). <i>Supply chain management and advanced planning: Concepts, models, software, and case studies</i> (5th ed.). Springer. Ross, D. F. (2015). <i>Introduction to supply chain management technologies</i> (2nd ed.). CRC Press. Jacobs, F. R., & Chase, R. B. (2020). <i>Operations and supply chain management</i> (16th ed.). McGraw-Hill Education. Hugos, M. H. (2018). <i>Essentials of supply chain management</i> (4th ed.). Wiley.
Course Outcomes	
CO1	<ul style="list-style-type: none"> Explain key supply chain analytics concepts and their impact on supply chain efficiency.
CO2	<ul style="list-style-type: none"> Use analytical tools to collect, clean, and analyze supply chain data for strategic decision-making.
CO3	<ul style="list-style-type: none"> Apply predictive analytics techniques to demand forecasting and risk management.
CO4	<ul style="list-style-type: none"> Optimize logistics and transportation planning using simulation and mathematical modeling.
CO5	<ul style="list-style-type: none"> Develop data-driven strategies to improve supply chain performance and sustainability.

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	2	2	2	1	2	2
CO2	3	1	3	2	3	3	2	2	2
CO3	2	2	3	3	3	3	2	2	2
CO4	3	2	3	3	3	3	3	2	2
CO5	2	2	3	3	3	3	3	2	3
Avg	2.4	1.6	2.8	2.6	2.8	2.8	2.2	2	2.2

24RMUS4108: Honours Internship

Credit: 4

Hours: 4

Methodology and Scheme of Evaluation: Each student will be attached to an industrial unit to acquire practical exposure and training in different functional areas of management. At the end of the Internship, the students must submit a report which will be evaluated jointly by an external examiner and the Internal supervisor under intimation to the Controller of Examinations.

Weightage of Marks:

Evaluation of Report (Internal Examiner):	40
Evaluation of Report (External Examiner):	40
Joint Viva-Voce	: 20
Total Marks	100

B.B.A. (HONOURS)
SEMESTER – VIII

DISCIPLINE-SPECIFIC ELECTIVES – VII

FINANCE SPECIALISATION

Course Code & Title	24RMUD4244: Business Analytics and Valuation	
Programme	B.B.A. (Honours)	Semester-VIII
	Credit:4	Hours: 4/per week
Cognitive Level	K-1	• Explain key valuation concepts and methodologies.
	K-2	• Use financial models to determine the valuation of companies.
	K-3	• Interpret valuation results to support financial decision-making.
Course Objectives	• Understand the fundamental concepts of valuation, including market value, book value, and enterprise valuation.	
	• Apply Discounted Cash Flow (DCF) methods and assess their challenges and limitations.	
	• Utilize relative valuation techniques to compare companies and evaluate financial performance.	
	• Analyze the impact of corporate restructuring on valuation, cash flows, and discount rates.	
	• Evaluate real-world valuation scenarios to make informed financial decisions.	
Units	Contents	No. of Hours
I	Introduction to Valuation: Market value vs Book value, valuation of equity and debt, enterprise valuation, discounted cash flow methods vs. relative valuation, challenges in valuation methods	12
II	Discounted Cash Flow Valuation: FCFF vs FCFE methods, appropriate discount rates, cost of equity – unlevered vs levered beta, choice of risk-free rate and expected market risk premium, cost of debt – choice of risk-free rate and appropriate credit risk premium, appropriate tax rate, assumptions for growth, challenges in using DCF valuation methods;	12
III	Estimating cash flows, impact of non-cash expenses - depreciation, impact of taxes, forecasting cash flows, practice exercises; Perpetual growth rate and Terminal Value; Role of comparable companies in choosing growth rates and discounts rates	12
IV	Relative Valuation: Relative Valuation ratios – P/E, P/B, EV/EBITDA, evaluating comparable companies, challenges in using relative valuation, practice exercises	12
V	Corporate Restructuring and Valuation: Restructuring, Organic and inorganic growth, Bankruptcy, Impact on cash flows and discount rates, premium for control and privately held firms; accounting for synergy – revenue growth or expense reduction;	12

References	<p>Suggested Books:</p> <ol style="list-style-type: none"> 1. Damodaran, A. (2021). <i>Investment valuation: Tools and techniques for determining the value of any asset</i> (3rd ed.). Wiley. 2. Koller, T., Goedhart, M., & Wessels, D. (2020). <i>Valuation: Measuring and managing the value of companies</i> (7th ed.). McKinsey & Company, Inc. & Wiley. 3. Palepu, K. G., Healy, P. M., & Peek, E. (2022). <i>Business analysis & valuation: IFRS edition</i> (6th ed.). Cengage Learning. 4. Rosenbaum, J., & Pearl, J. (2020). <i>Investment banking: Valuation, leveraged buyouts, and mergers & acquisitions</i> (2nd ed.). Wiley. 5. Stowe, J. D., Robinson, T. R., Pinto, J. E., & McLeavey, D. W. (2017). <i>Equity asset valuation</i> (3rd ed.). CFA Institute & Wiley. <p>Reference Books:</p> <ol style="list-style-type: none"> 1. Damodaran, A. (2012). <i>The little book of valuation: How to value a company, pick a stock, and profit</i>. Wiley. 2. Penman, S. H. (2013). <i>Financial statement analysis and security valuation</i> (5th ed.). McGraw-Hill Education. 3. Brealey, R. A., Myers, S. C., & Allen, F. (2020). <i>Principles of corporate finance</i> (13th ed.). McGraw-Hill Education. 4. Higgins, R. C. (2022). <i>Analysis for financial management</i> (13th ed.). McGraw-Hill Education. 5. Pratt, S. P., & Grabowski, R. J. (2014). <i>Cost of capital: Applications and examples</i> (5th ed.). Wiley.
Course Outcomes	
CO1	<ul style="list-style-type: none"> • Differentiate between market value and book value and assess the importance of valuation techniques.
CO2	<ul style="list-style-type: none"> • Compute discounted cash flows using FCFE and FCFE models, considering appropriate discount rates and assumptions.
CO3	<ul style="list-style-type: none"> • Analyze relative valuation methods and apply them to evaluate comparable companies.
CO4	<ul style="list-style-type: none"> • Assess corporate restructuring strategies and their impact on valuation and financial performance.
CO5	<ul style="list-style-type: none"> • Apply valuation models to real-world scenarios, considering synergy, control premium, and financial risks.

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	2	2	2	1	2	1
CO2	3	1	3	2	3	3	2	2	2
CO3	2	1	3	2	2	3	2	2	1
CO4	2	2	3	3	2	3	3	3	2
CO5	3	2	3	3	3	3	3	2	2
Avg	2.4	1.4	2.8	2.4	2.4	2.8	2.2	2.2	1.6

MARKETING SPECIALISATION

Course Code & Title	24RMUD4245: Supply Chain Management	
Programme	B.B.A. (Honours)	Semester-VIII
	Credit:4	Hours: 4/per week
Cognitive Level	K-1	<ul style="list-style-type: none"> Explain key supply chain concepts and their significance in business.
	K-2	<ul style="list-style-type: none"> Use supply chain strategies and models to solve business problems.
	K-3	<ul style="list-style-type: none"> Evaluate the effectiveness of supply chain operations and recommend improvements.
Course Objectives	<ul style="list-style-type: none"> Understand the fundamental concepts and importance of supply chain management (SCM) in business operations. Analyze key components of supply chains, including procurement, production, logistics, and distribution. Evaluate supply chain strategies for efficiency, resilience, and sustainability. Utilize technology and data analytics for supply chain optimization. Assess the impact of global trends, risks, and disruptions on supply chains and develop mitigation strategies. 	
Units	Contents	No. of Hours
I	Introduction to Supply Chain Management Definition and Importance of Supply Chain Management Supply Chain Components: Suppliers, Manufacturers, Distributors, Retailers, Customers Supply Chain Flows: Material, Information, and Financial Flows Supply Chain Models and Strategies Challenges in Modern Supply Chains	12
II	Procurement, Inventory, and Logistics Management Procurement and Supplier Relationship Management Inventory Management Techniques: EOQ, JIT, Safety Stock, ABC Analysis Warehousing and Distribution Strategies Transportation and Logistics: Modes, Costs, and Optimization Demand Forecasting and Planning	12
III	Technology and Digital Transformation in SCM Role of Technology in SCM Artificial Intelligence and Machine Learning in Supply Chains Blockchain for Transparency and Security IoT and Smart Supply Chains Data Analytics for Decision-Making	12
IV	Global Supply Chain Management and Risk Mitigation Global Sourcing and Outsourcing Strategies Supply Chain Risk Management and Resilience Impact of Geopolitical and Economic Factors on SCM Ethical and Sustainable Supply Chains Supply Chain Performance Metrics and KPIs	12
V	Emerging Trends and Future of Supply Chains Green and Sustainable Supply Chain Management Circular Economy and Reverse Logistics E-commerce and Omni channel Supply Chains Impact of COVID-19 and Future Disruptions Future Innovations: 3D Printing, Automation, and Robotics	12

References	<p>Suggested Books:</p> <ol style="list-style-type: none"> 1. Chopra, S., & Meindl, P. (2021). <i>Supply chain management: Strategy, planning, and operation</i> (7th ed.). Pearson. 2. Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2021). <i>Designing and managing the supply chain: Concepts, strategies, and case studies</i> (4th ed.). McGraw-Hill Education. 3. Hugos, M. (2018). <i>Essentials of supply chain management</i> (4th ed.). Wiley. 4. Wisner, J. D., Tan, K. C., & Leong, G. K. (2019). <i>Principles of supply chain management: A balanced approach</i> (5th ed.). Cengage Learning. <p>Reference Books:</p> <ol style="list-style-type: none"> 1. Christopher, M. (2016). <i>Logistics and supply chain management</i> (5th ed.). Pearson. 2. Stadtler, H. (2015). <i>Supply chain management and advanced planning: Concepts, models, software, and case studies</i> (5th ed.). Springer. 3. Harrison, A., & van Hoek, R. (2022). <i>Logistics management and strategy: Competing through the supply chain</i> (6th ed.). Pearson. 4. Ivanov, D., Tsipoulanidis, A., & Schönberger, J. (2019). <i>Global supply chain and operations management: A decision-oriented introduction to the creation of value</i> (2nd ed.). Springer.
	Course Outcomes
CO1	<ul style="list-style-type: none"> • Describe the structure and functions of supply chains and their role in achieving business objectives.
CO2	<ul style="list-style-type: none"> • Apply supply chain models and tools to enhance operational efficiency and cost-effectiveness.
CO3	<ul style="list-style-type: none"> • Analyze procurement, inventory, and logistics strategies for effective supply chain management.
CO4	<ul style="list-style-type: none"> • Implement technology-driven solutions, including blockchain, AI, and IoT, to optimize supply chain processes.
CO5	<ul style="list-style-type: none"> • Assess risks and challenges in global supply chains and propose strategies to improve resilience and sustainability.

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	2	2	3	2	2	1
CO2	2	2	3	2	3	3	3	2	2
CO3	2	2	3	2	2	3	3	2	2
CO4	3	2	3	3	3	3	2	2	2
CO5	3	2	3	3	2	3	2	3	2
Avg	2.4	1.8	2.8	2.4	2.4	3	2.4	2.2	1.8

HUMAN RESOURCE MANAGEMENT SPECIALISATION

Course Code & Title	24RMUD4246: HR Analytics	
Programme	B.B.A. (Honours)	Semester- VIII
	Credit:4	Hours: 4/per week
Cognitive Level	K-1	<ul style="list-style-type: none"> Define HR Analytics and its significance in workforce management.
	K-2	<ul style="list-style-type: none"> Apply HR analytics techniques to measure employee performance and retention.
	K-3	<ul style="list-style-type: none"> Critically evaluate HR analytics models and their impact on business performance.
	<ul style="list-style-type: none"> To provide an overview of evolution of HRM and its journey towards Analytics and highlight the need, concepts and scope of HR Analytics linked with business outcomes 	
	<ul style="list-style-type: none"> To elucidate the methods of capturing, examining & purifying data and to introduce the aspect of HR Metrics in the context of HR Analytics. 	
	<ul style="list-style-type: none"> To imparts knowledge of conduction of HR Analytics for key HR Processes using MS Excel. 	
	<ul style="list-style-type: none"> To provide an overview of various tools and software technologies used for conduction of Descriptive HR Analytics and Visualization of HR Data 	
	<ul style="list-style-type: none"> To provide a futuristic perspective of Predictive and Prescriptive HR Analytics. 	
Units	Contents	No. of Hours
I	Introduction to HR Analytics: Understand the evolution of HRM to Human Capital Management (HCM) and its role in achieving sustainable advantage. Explore the changing role of HR professionals, scope, significance, and benefits of HR analytics. Learn levels of analysis, key influencers, and how HR analytics links to business outcomes in the era of big data..	10
II	Understanding HR Analytics: Conducting HR/Workforce Analytics: Models of HR Analytics, How to Conduct HR Analytics. Understanding HR Data: Importance of Data, Types and Scales of Data; Methods of Capturing Data, Data Examination & Purification. Understanding various HR Metrics from the perspective of HR Analytics.	12
III	Analytics for Key HR Processes Using MS Excel: HR Analytics for Recruitment & Selection, Training & Development, Performance Appraisal, Talent Management, Employee Engagement, Compensation Management and Expatriate Management.	14
IV	Descriptive Analytics: Overview of Select Tools for Conduction HR Analytics: MS Excel, R, Tableau, Power BI, Python, SPSS & PSPP. Descriptive Analytics in HR: HR Dashboards using MS Excel, Slicing and Dicing of HR Data using MS Excel Pivot Table Applications, Data Visualization for Key HR processes	12
V	Predictive & Prescriptive HR Analytics: Predictive HR Analytics: Correlation, Linear and Multiple Regression, Factor Analysis and Cluster Analysis, Comparison of Means and Analysis of Variance for Manpower Demographics, Employee Satisfaction, Training Effectiveness etc. Prescriptive Analytics, Predictive vs Prescriptive HR Analytics, Future of HR Analytics.	12

References	<ul style="list-style-type: none"> • 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. • Bharti Motwani, HR Analytics: Practical Approach Using Python, Wiley, 2021 	
Course outcome		
CO1	• Gain an understanding of the relevance of HR Analytics in the current business scenario.	
CO2	• Have an understanding of the models of conducting HR Analytics and understanding of the methods of capturing, examining & purifying data for conduction of HR Analytics.	
CO3	• Use MS Excel for conduction of HR Analytics for key HR Processes	
CO4	• Have an overview of various tools and software technologies used for conduction of Descriptive HR Analytics and Visualization of HR Data.	
CO5	• Appreciate the significance of Predictive and Prescriptive Analytics.	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	2	3	2	3	3	2	2	2
CO2	2	2	3	2	3	3	2	2	2
CO3	2	2	3	2	3	3	3	2	2
CO4	2	2	3	2	3	3	2	2	2
CO5	2	2	3	3	3	3	3	3	2
Avg	2	2	3	2.2	3	3	2.4	2.2	2

BUSINESS ANALYTICS SPECIALISATION

Course Code & Title	24RMUD4247: Data Visualization using Tableau/Power bi		
Programme	B.B.A. (Honours)	Semester-VIII	
	Credit:4	Hours: 4/per week	
Cognitive Level	K-1	<ul style="list-style-type: none"> Explain the key concepts of data visualization and its impact on business intelligence. 	
	K-2	<ul style="list-style-type: none"> Utilize Tableau/Power BI tools to create and manipulate visual reports. 	
	K-3	<ul style="list-style-type: none"> Evaluate and optimize data visualizations for accurate decision-making. 	
Course Objectives	<ul style="list-style-type: none"> Understand the fundamental concepts and importance of data visualization in decision-making. 		
	<ul style="list-style-type: none"> Learn the functionalities and features of Tableau and Power BI for effective data representation. 		
	<ul style="list-style-type: none"> Develop interactive dashboards and reports using data visualization best practices. 		
	<ul style="list-style-type: none"> Apply data transformation techniques for effective visualization and analysis. 		
	<ul style="list-style-type: none"> Evaluate real-world business scenarios using Tableau/Power BI for data-driven insights. 		
Units	Contents		No. of Hours
I	Introduction to Data Visualization and Business Intelligence Importance of Data Visualization in Business Decision-Making Principles of Effective Data Visualization Overview of Business Intelligence and Data Analytics Introduction to Tableau and Power BI: Features and Capabilities Connecting to Data Sources: Excel, SQL, Cloud, and APIs		12
II	Data Preparation and Transformation Data Cleaning and Preprocessing Techniques Data Modeling in Tableau and Power BI Creating Relationships Between Data Tables Data Blending vs. Data Joining Handling Missing Data and Outliers		12
III	Creating Visualizations and Dashboards Building Basic and Advanced Charts (Bar, Line, Pie, Scatter, Heatmaps, Tree Maps) Using Filters, Parameters, and Slicers for Interactivity Implementing Calculated Fields and Measures Creating Interactive Dashboards and Reports Best Practices for Dashboard Design and User Experience		12
IV	Advanced Features and Analytics Implementing AI and Machine Learning Features in Tableau/Power BI Forecasting, Trend Analysis, and Predictive Modeling Using DAX (Data Analysis Expressions) for Advanced Calculations Creating Custom Visuals and Integrating with Python/R Real-Time Data Visualization and Storytelling		12
V	Case Studies and Industry Applications Real-World Applications in Finance, Healthcare, Marketing, and Retail Implementing KPI Dashboards and Performance Metrics Security and Access Management in Tableau/Power BI Publishing and Sharing Dashboards (Tableau Public, Power BI Service) Future Trends in Data Visualization and Business Intelligence		12

References	<p>Suggested Books:</p> <ol style="list-style-type: none"> 1. Jones, B. (2022). <i>Learning Tableau 2022: A practical guide to mastering data visualization</i> (3rd ed.). Packt Publishing. 2. Sharda, R., Delen, D., & Turban, E. (2022). <i>Business intelligence, analytics, and data science: A managerial perspective</i> (5th ed.). Pearson. 3. George, Q. (2021). <i>Mastering Power BI: Expert techniques for effective data analytics and business intelligence</i>. Packt Publishing. 4. Siegel, E. (2020). <i>Predictive analytics: The power to predict who will click, buy, lie, or die</i> (2nd ed.). Wiley. 5. Krishnan, S. (2019). <i>Data visualization with R and Power BI</i>. O'Reilly Media. <p>Reference Books:</p> <ol style="list-style-type: none"> 1. Murray, K. (2020). <i>Tableau your data!: Fast and easy visual analysis with Tableau software</i> (3rd ed.). Wiley. 2. Camm, J. D., Cochran, J. J., Fry, M. J., Ohlmann, J. W., & Anderson, D. R. (2021). <i>Business analytics</i> (4th ed.). Cengage Learning. 3. Gole, A. (2021). <i>Power BI for data analysts: Unleash the full potential of Power BI with powerful data visualization techniques</i>. Packt Publishing. 4. Few, S. (2017). <i>Data visualization: Best practices for the intelligent use of data</i>. Analytics Press. 5. Abela, A. (2018). <i>The impact of visual storytelling in business intelligence and analytics</i>. Morgan Kaufmann.
	Course Outcomes
CO1	<ul style="list-style-type: none"> • Describe the principles of data visualization and their role in business intelligence.
CO2	<ul style="list-style-type: none"> • Utilize Tableau and Power BI to create interactive dashboards and reports.
CO3	<ul style="list-style-type: none"> • Apply data modeling and transformation techniques for accurate analysis.
CO4	<ul style="list-style-type: none"> • Interpret and analyze data visualizations to support strategic business decisions.
CO5	<ul style="list-style-type: none"> • Assess real-world datasets and present meaningful insights through effective storytelling.

IN

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	3	2	2	3	2	2	2
CO2	2	2	3	1	3	3	3	2	3
CO3	2	1	3	2	3	3	2	2	2
CO4	3	2	3	2	3	3	2	2	3
CO5	3	2	3	2	3	3	2	3	3
Avg	2.4	1.6	3	1.8	2.8	3	2.2	2.2	2.6

INTERNATIONAL BUSINESS SPECIALISATION

Course Code & Title	24RMUD4248: International Supply Chain Management	
Programme	B.B.A. (Honours)	Semester- VIII
	Credit:4	Hours: 4/per week
Cognitive Level	K-1	<ul style="list-style-type: none"> Define international supply chain management and its key components.
	K-2	<ul style="list-style-type: none"> Apply supply chain optimization techniques to enhance efficiency and cost-effectiveness.
	K-3	<ul style="list-style-type: none"> Evaluate the impact of geopolitical factors, trade policies, and sustainability on global supply chains.
Course Objectives	<ul style="list-style-type: none"> Understand the Fundamentals of International Supply Chain Management 	
	<ul style="list-style-type: none"> Analyze Global Sourcing and Procurement Strategies – Explore supplier selection, contract management, and risk assessment in an international context. 	
	<ul style="list-style-type: none"> Optimize Logistics and Transportation Networks – Study different modes of transport, cost-effectiveness, and regulatory requirements in global trade. 	
	<ul style="list-style-type: none"> Examine Trade Regulations and Compliance – Understand Inco terms, customs procedures, tariffs, and international trade policies. 	
	<ul style="list-style-type: none"> Implement Inventory and Warehouse Management Techniques – Learn demand forecasting, just-in-time (JIT), and automated warehousing solutions. 	
Units	Contents	No. of Hours
I	Understanding the Supply Chain Introduction to Supply Chain Management, Evolution of Supply Chains, Objectives of supply Chain, Decision phases in a Supply Chain, Process views – Cycle view, push/pull view. Key issues in supply chain management	10
II	Understanding Global Supply Chain Operations Insight into global trade and supply chains, expertise in emerging markets and global supply chains, and knowledge of integrating global supply chain functions. Strategic benefits of the global supply chain. Supply Chain Drivers (Inventory, Transportation, Information, Sourcing, Facilities, Pricing). Supply Chain Efficiency Vs. Responsiveness and the trade-off.	12
III	Purchasing in Global Supply Chain Key elements of a global purchasing strategy. How to move from international to global purchasing; global purchasing strategies for outsourcing and off-shoring; selecting suppliers and designing global supplier networks; and Supplier Performance Measurement. Supplier selection (auctions and negotiations)	14
IV	Inventory Management and Logistics Role of inventory in supply chains. Production lot sizing. Lot Sizing with Capacity Constraint. Aggregating Multiple Products in a Single Order. Economies of Scale to Exploit Quantity Discounts. Types of inventories-Inventory Control Methods. Modes of transportation for international trade, Role of port in international logistics	12
V	Case studies: Students will carry out case studies on the above 4 units' topics.	
References	1. David Simchi Levi, Edith Simchi Levi, Ravi Shankar, Philip Kaminsky (2019). Designing and managing the supply chain: Concepts, strategies,	

	<p>and cases (3e). McGraw-Hill Education India, New Delhi.</p> <p>2. Coyle J.J., Langley Jr. C.J., Novack R.A. and Gibson B.J.(2013). Managing supply chains logistics approach (9thed). Cengage Learning.</p> <p>3. Shah, J. (2016). Supply chain management: Text and Cases (2e).Pearson Education India.</p> <p>4. Sunil Chopra and Dharam Karla (2019); Supply chain management: strategy, planning and operation (7th ed). Pearson Education, India</p>	
Course outcome		
CO1	<ul style="list-style-type: none"> Interpret the supply chain management strategy concepts and how it can effectively strategies companies against competitive challenges 	
CO2	<ul style="list-style-type: none"> Examine the strategic tools and techniques and examine role of inventory management, types of inventories, and methods of controlling inventories to achieve organizational goals 	
CO3	<ul style="list-style-type: none"> Develop an understanding the importance of procurement function for competitive advantage through effective methods and techniques of sourcing strategies 	
CO4	<ul style="list-style-type: none"> Examine the strategic tools and techniques and examine role of inventory management, types of inventories, and methods of controlling inventories to achieve organizational goals 	
CO5	<ul style="list-style-type: none"> Appraise the various designs of modes of transportation, domestic and international, to develop a strong customer base through quicker and more cost- effective product deliveries. This appraisal will also take into consideration new methods of outsourcing transportation 	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	2	3	2	3	3	3	2	2
CO2	2	1	3	2	3	3	2	2	2
CO3	2	2	3	2	3	3	3	2	2
CO4	2	1	3	2	3	3	2	2	2
CO5	3	2	3	2	3	3	2	2	3
Avg	2.2	1.6	3	2	3	3	2.4	2	2.2

SUPPLYCHAIN MANAGEMENT SPECIALISATION

Course Code & Title	24RMUD4249: International Supply Chain	
Programme	B.B.A. (Honours)	Semester- VIII
	Credit:4	Hours: 4/per week
Cognitive Level	K-1	<ul style="list-style-type: none"> Define international supply chain management and its key components.
	K-2	<ul style="list-style-type: none"> Apply supply chain optimization techniques to enhance efficiency and cost-effectiveness.
	K-3	<ul style="list-style-type: none"> Evaluate the impact of geopolitical factors, trade policies, and sustainability on global supply chains.
Course Objectives	<ul style="list-style-type: none"> Understand the Fundamentals of Global Supply Chains – Learn the key components, structures, and dynamics of international supply chain management. 	
	<ul style="list-style-type: none"> Analyze Global Sourcing and Procurement Strategies – Explore supplier selection, contract management, and risk assessment in an international business environment 	
	<ul style="list-style-type: none"> Optimize Logistics and Transportation in a Global Context – Study multi-modal transportation, warehousing, and distribution strategies to enhance efficiency 	
	<ul style="list-style-type: none"> Examine International Trade Regulations and Compliance – Understand customs procedures, Inco terms, tariffs, and global trade policies affecting supply chains. 	
	<ul style="list-style-type: none"> Implement Inventory and Demand Forecasting Techniques – Learn supply chain planning methods such as just-in-time (JIT), safety stock, and demand forecasting models. 	
	<ul style="list-style-type: none"> Understand the Fundamentals of Global Supply Chains – Learn the key components, structures, and dynamics of international supply chain management. 	
Units	Contents	No. of Hours
I	Understanding the Supply Chain Introduction to Supply Chain Management, Evolution of Supply Chains, Objectives of a Supply Chain, Decision phases in a Supply Chain, Process views – Cycle view, push/pull view. Key issues in supply chain management.	10
II	Understanding Global Supply Chain Operations Insight into global trade and supply chains, expertise in emerging markets and global supply chains, and knowledge of integrating global supply chain functions. Strategic benefits of the global supply chain. Supply Chain Drivers (Inventory, Transportation, Information, Sourcing, Facilities, Pricing). Supply Chain Efficiency Vs. Responsiveness and the trade-off	12
III	Purchasing in Global Supply Chain Key elements of a global purchasing strategy. How to move from international to global purchasing; global purchasing strategies for outsourcing and off-shoring; selecting suppliers and designing global supplier networks; and Supplier Performance Measurement. Supplier selection (auctions and negotiations)	14
IV	Inventory Management and Logistics Role of inventory in supply chains. Production lot sizing. Lot Sizing with Capacity Constraint. Aggregating Multiple Products in a Single Order. Economies of Scale to Exploit Quantity Discounts. Types of inventories, Inventory Control Methods. Modes of transportation for international	12

	trade, Role of port in international logistics	
References	<ol style="list-style-type: none"> 1. David Simchi Levi, Edith Simchi Levi, Ravi Shankar, Philip Kaminsky (2019). Designing and managing the supply chain: Concepts, strategies, and cases (3e). McGraw-Hill Education India, New Delhi. 2. Coyle J.J., Langley Jr. C.J., Novack R.A. and Gibson B.J.(2013). Managing supplychains logistics approach (9thed). Cengage Learning. 3. Shah, J. (2016). Supply chain management: Text and Cases (2e). Pearson Education India. 4. Sunil Chopra and Dharam Karla (2019); Supply chain management: strategy, planning and operation (7th ed). Pearson Education, India 	
Course outcome		
CO1	<ul style="list-style-type: none"> • Explain the fundamental concepts, decision phases, and challenges of supply chain management. 	
CO2	<ul style="list-style-type: none"> • Evaluate global supply chain strategies, trade operations, and efficiency vs. responsiveness trade-offs. 	
CO3	<ul style="list-style-type: none"> • Apply procurement and supplier selection strategies to optimize supply chain networks. 	
CO4	<ul style="list-style-type: none"> • Implement inventory control methods, logistics strategies, and transportation models in supply chain operations. 	
CO5	<ul style="list-style-type: none"> • Analyze trade regulations, risk management practices, and future trends in international supply chain management. 	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	3	2	2	2	3	2	2	2	2
CO2	2	3	3	3	3	3	2	2	2
CO3	2	2	3	2	3	3	3	2	2
CO4	3	2	3	2	3	3	2	2	2
CO5	2	3	2	3	2	3	3	3	2
Avg	2.4	2.4	2.6	2.4	2.8	2.8	2.4	2.2	2

DISCIPLINE-SPECIFIC ELECTIVES–VIII

FINANCE SPECIALISATION

Course Code & Title	24RMUD4250: Financial Modeling and Derivatives	
Programme	B.B.A. (Honours)	Semester-VIII
	Credit:4	Hours: 4/per week
Cognitive Level	K-1	<ul style="list-style-type: none"> Define key financial modeling concepts, derivative instruments, and valuation techniques.
	K-2	<ul style="list-style-type: none"> Implement financial models and pricing techniques using software tools to analyze investments and manage risk.
	K-3	<ul style="list-style-type: none"> Assess and interpret financial models, derivative pricing, and risk management strategies to support decision-making.
Course Objectives	<ul style="list-style-type: none"> To develop a strong foundation in financial modeling concepts, tools, and techniques for investment analysis and corporate finance. 	
	<ul style="list-style-type: none"> To understand derivative instruments, including options, futures, and swaps, and their role in risk management and financial markets. 	
	<ul style="list-style-type: none"> To apply financial modeling techniques using Excel and other software to value assets, forecast financial performance, and assess risk. 	
	<ul style="list-style-type: none"> To analyze the pricing and valuation models of derivatives, including Black-Scholes and binomial models. 	
	<ul style="list-style-type: none"> To evaluate risk management strategies using derivatives and explore advanced applications in portfolio management and trading strategies. 	
Units	Contents	No. of Hours
I	Introduction to Financial Modeling Overview of Financial Modeling Importance and Applications in Finance Basics of Spreadsheet Modeling (Excel, Python, or R) Financial Statement Modeling: Balance Sheet, Income Statement, and Cash Flow Projections Sensitivity and Scenario Analysis Best Practices in Financial Modeling	12
II	Fundamentals of Derivatives Introduction to Derivative Markets Forward and Futures Contracts: Pricing, Valuation, and Applications Options: Types, Payoff Structures, and Strategies Swaps: Interest Rate and Currency Swaps Uses of Derivatives in Hedging, Speculation, and Arbitrage	12
III	Derivative Pricing and Valuation Models Binomial Tree Model for Option Pricing Black-Scholes Model: Assumptions, Derivation, and Applications Greeks in Option Pricing (Delta, Gamma, Vega, Theta, Rho) Monte Carlo Simulation for Pricing Derivatives Application of Derivatives in Risk Management	12
IV	Financial Risk Management using Derivatives Market Risk, Credit Risk, and Operational Risk Value at Risk (VaR) and Its Applications Hedging Strategies Using Futures and Options Interest Rate Risk Management with Swaps and Options Real-World Case Studies on Risk Management.	12
V	Advanced Topics in Financial Modeling and Derivatives Portfolio Management Strategies Using Derivatives Algorithmic Trading and Quantitative Modeling Exotic Derivatives and Structured Products Credit Derivatives and Credit Default Swaps (CDS) Behavioral Finance and Market Anomalies Ethical Considerations and Regulatory Framework in Derivatives Markets	12

References	Suggested Books:
	<ol style="list-style-type: none"> 1. Benninga, S. (2014). <i>Financial modeling</i> (4th ed.). MIT Press. 2. Hull, J. C. (2021). <i>Options, futures, and other derivatives</i> (11th ed.). Pearson. 3. Fabozzi, F. J., & Peterson Drake, P. (2021). <i>Financial modeling of the equity market: From CAPM to cointegration</i> (2nd ed.). Wiley. 4. John, C., & Koller, T. (2020). <i>Valuation: Measuring and managing the value of companies</i> (7th ed.). Wiley. 5. Sengupta, C. (2010). <i>Financial modeling using Excel and VBA</i> (2nd ed.). Wiley.
	Reference Books:
	<ol style="list-style-type: none"> 1. Rebonato, R. (2018). <i>Bond pricing and yield curve modeling: A structural approach</i> (1st ed.). Cambridge University Press. 2. Simon, B. (2015). <i>Financial modeling for decision making</i> (1st ed.). Business Expert Press. 3. Shreve, S. E. (2004). <i>Stochastic calculus for finance I & II</i>. Springer. 4. Wilmott, P. (2006). <i>Paul Wilmott on quantitative finance</i> (2nd ed.). Wiley. 5. Jarrow, R. A., & Turnbull, S. M. (2000). <i>Derivative securities</i> (2nd ed.). South-Western College Publishing.
Course Outcomes	
CO1	<ul style="list-style-type: none"> • Construct financial models for forecasting, valuation, and investment decision-making.
CO2	<ul style="list-style-type: none"> • Understand the mechanics, valuation, and applications of derivative instruments in financial markets.
CO3	<ul style="list-style-type: none"> • Apply statistical and mathematical techniques to model risk and returns in financial decision-making.
CO4	<ul style="list-style-type: none"> • Utilize financial modeling tools and techniques to optimize portfolio management and hedging strategies.
CO5	<ul style="list-style-type: none"> • Evaluate derivative pricing models and their effectiveness in different market conditions.

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	3	3	3	2	3	3	2	2	2
CO2	3	2	3	2	2	3	2	2	2
CO3	2	3	3	3	3	3	3	3	2
CO4	3	3	3	2	3	3	3	2	2
CO5	2	3	2	3	3	3	3	2	2
Avg	2.6	2.8	2.8	2.4	2.8	3	2.6	2.2	2

MARKETING SPECIALISATION

Course Code & Title	24RMUD4251: International Marketing	
Programme	B.B.A. (Honours)	Semester- VIII
	Credit:4	Hours: 4/per week
Cognitive Level	K-1	<ul style="list-style-type: none"> Define international marketing and its importance in a globalized economy.
	K-2	<ul style="list-style-type: none"> Apply international market research techniques to analyze consumer behavior across different regions.
	K-3	<ul style="list-style-type: none"> Evaluate international marketing strategies and their effectiveness in different cultural and economic contexts.
		<ul style="list-style-type: none"> Understand the Fundamentals of International Marketing – Learn key concepts, frameworks, and the role of international marketing in a globalized economy.
		<ul style="list-style-type: none"> Analyze Global Market Environments – Study economic, political, legal, and cultural factors affecting international marketing strategies.
		<ul style="list-style-type: none"> Develop Effective Market Entry Strategies – Explore different modes of entry, including exporting, franchising, joint ventures, and foreign direct investment (FDI).
		<ul style="list-style-type: none"> Apply Consumer Behavior Insights in Global Markets – Understand cultural differences and how they influence purchasing decisions across regions.
	<ul style="list-style-type: none"> Formulate International Marketing Mix Strategies – Adapt product, price, place, and promotion strategies for diverse markets. 	
Units	Contents	No. of Hours
I	Need, Scope, Tasks, Contrast in domestic and international marketing, EPRG Framework, Socio cultural environment – culture defined, elements of culture, culture analysis, Political & Legal Environment – Embargoes & sanctions, Political risk, legal factors, legal differences hofstede model.	10
II	Strategic effects of going international, Strategies employed by Indian companies to sustain globally, Global Market Entry Strategies – Export/Import, International Intermediaries – EMC’s, Trading Companies, Licensing, Franchising, FDI, Local presence	12
III	Economic Environment, New trade theory, Macroeconomic objectives, Function of WTO, Regional Economic groups (EEU, NAFTA, etc.), World Bank,	14
IV	The international product and its life cycle, Global product policy, Global branding and different positioning of the same brand in different countries, Intellectual property, Gray market, Role of Services in global economy, Media advertising, PR, Trade Fairs.	12
V	Key factors in global pricing & methods, Pricing policies – Marginal cost, cost plus, Market oriented, Export payment methods – L/C, Advance, DA/DP, FIBC, Counter trade, Transfer price, Dumping & legal aspects. Government measures and export incentives, Exim policy, ECGC services	12
References	<ol style="list-style-type: none"> Daniels & Lee, International Business Keegan, Global Marketing Varshney & Bhattacharya, International Marketing Management References: <ol style="list-style-type: none"> Harvard Business Review, Global Business Review (Sage Publications), Global Forum – ITC Geneva Czinkota, International Business Khurana PK, Export Marketing 	

Course outcome	
CO1	<ul style="list-style-type: none"> • Understand the Fundamentals of International Marketing – Explain the role, scope, and challenges of marketing in a globalized business environment.
CO2	<ul style="list-style-type: none"> • Analyze Global Market Conditions and Consumer Behavior – Evaluate economic, cultural, political, and legal factors influencing international marketing strategies
CO3	<ul style="list-style-type: none"> • Develop Effective Market Entry Strategies – Assess and apply various international market entry modes, such as exporting, licensing, joint ventures, and FDI.
CO4	<ul style="list-style-type: none"> • Apply International Marketing Mix Strategies – Design and implement product, price, place, and promotion strategies tailored to different markets
CO5	<ul style="list-style-type: none"> • Use Digital and Social Media for Global Marketing – Leverage online platforms, AI-driven marketing, and e-commerce strategies for international brand expansion.

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	3	2	2	2	1	3	2	2	3
CO2	3	3	2	2	2	3	2	3	3
CO3	2	3	3	2	3	3	3	3	2
CO4	3	3	3	3	2	3	3	2	3
CO5	2	2	3	3	3	3	3	2	2
Avg	2.6	2.6	2.6	2.4	2.2	3	2.6	2.4	2.6

HUMAN RESOURCE MANAGEMENT SPECIALISATION

Course Code & Title	24RMUD4252: Behavioural Testing & Training for Employee Retention	
Programme	B.B.A. (Honours)	Semester- VIII
	Credit:4	Hours: 4/per week
Cognitive Level	K-1	<ul style="list-style-type: none"> Define behavioural testing and training in the context of employee retention.
	K-2	<ul style="list-style-type: none"> Apply behavioural assessments to evaluate employee personality, skills, and job fit.
	K-3	<ul style="list-style-type: none"> Evaluate the effectiveness of behavioural training programs in reducing employee turnover.
	<ul style="list-style-type: none"> Understand the Fundamentals of Behavioural Testing – Learn the role of behavioural assessments in evaluating employee personality, skills, and job fit. 	
	<ul style="list-style-type: none"> Analyze Factors Affecting Employee Retention – Explore the impact of workplace culture, leadership, motivation, and career development on employee satisfaction. 	
	<ul style="list-style-type: none"> Implement Effective Training Programs – Develop and apply training strategies to enhance employee engagement, productivity, and job satisfaction. 	
	<ul style="list-style-type: none"> Utilize Behavioural Assessment Tools – Gain expertise in using psychometric tests, personality assessments, and emotional intelligence evaluations for workforce management. 	
<ul style="list-style-type: none"> Develop Data-Driven Employee Retention Strategies – Use HR analytics to measure employee performance, engagement, and turnover trends. 		
Units	Contents	No. of Hours
I	Basics of Talent Management: Talent- engine of new economy, difference between talents and knowledge workers, leveraging talent, the talent value chain, elements of talent friendly organizations, talent management process, Talent Management System – Components and benefits of Talent Management System; creating TMS, challenges of TMS,	10
II	Talent Planning – Concept, succession management process, integrating succession planning and career planning, designing succession planning program, strategic accountability approach in developing the workforce, balanced scorecard, talent development budget, contingency plan for talent; building a reservoir of talent, compensation management within the context of talent management, CEO Succession planning,	12
III	Developing and Retaining Talent – Potential identification and development, coaching for sustained & desired change, integrating coaching, training and development with talent management, employee retention- motivation and engagement, Return on talent	14
IV	Competency mapping: Concepts and definition of competency; types of competencies, competency-based HR systems, competency and performance, 5 level competency model, developing various competency models, how competencies relate to career development and organizational goals	12
V	Methodology of competency mapping: competency model development, competency models, people capability maturity model, developing competency framework, competency profiling, competency mapping tools, use of psychological testing in competency mapping, competency-based interview-	12

	ing, assessment of competencies through 360 degree feedback	
References	<ol style="list-style-type: none"> 1. Armstrong, M. (2021). <i>Armstrong's Handbook of Human Resource Management Practice</i>. Kogan Page. 2. Dessler, G. (2020). <i>Human Resource Management</i>. Pearson Education. 3. Robbins, S. P., & Judge, T. A. (2019). <i>Organizational Behavior</i>. Pearson. 4. Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2021). <i>Fundamentals of Human Resource Management</i>. McGraw-Hill. 5. Saks, A. M., & Gruman, J. A. (2018). <i>Employee Engagement in Theory and Practice</i>. Routledge. 	
Course outcome		
CO1	<ul style="list-style-type: none"> • Understand the Role of Behavioural Testing in HR – Explain the significance of behavioural assessments in evaluating employee skills, personality, and job fit. 	
CO2	<ul style="list-style-type: none"> • Analyze Employee Retention Challenges – Assess key factors influencing employee turnover, including workplace culture, leadership, and job satisfaction 	
CO3	<ul style="list-style-type: none"> • Apply Behavioural Assessment Tools – Utilize psychometric tests, personality assessments, and emotional intelligence evaluations in employee management. 	
CO4	<ul style="list-style-type: none"> • Develop and Implement Training Programs – Design and execute employee training initiatives that enhance engagement, performance, and retention. 	
CO5	<ul style="list-style-type: none"> • Leverage Data-Driven Decision-Making – Use HR analytics and workforce data to track employee satisfaction, productivity, and retention trends 	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	3	2	2	2	2	3	2	2	2
CO2	2	3	3	3	2	3	3	3	3
CO3	3	2	3	2	2	3	3	2	2
CO4	3	3	3	3	3	3	3	2	3
CO5	2	2	3	2	3	3	3	2	2
Avg	2.6	2.4	2.8	2.4	2.4	3	2.8	2.2	2.4

BUSINESS ANALYTICS SPECIALISATION

Course Code & Title	24RMUD4253: Data Mining		
Programme	B.B.A. (Honours)	Semester- VIII	
	Credit:4	Hours: 4/per week	
Cognitive Level	K-1	<ul style="list-style-type: none"> • Recall basic concepts of data mining. 	
	K-2	<ul style="list-style-type: none"> • Use classification, clustering, and association rules on datasets. 	
	K-3	<ul style="list-style-type: none"> • Assess data mining techniques for real-world applications. 	
		<ul style="list-style-type: none"> • To introduce the fundamental concepts and techniques of data mining. 	
		<ul style="list-style-type: none"> • To explore various data preprocessing, classification, and clustering techniques. 	
		<ul style="list-style-type: none"> • To analyze different association rule mining and pattern discovery methods. 	
		<ul style="list-style-type: none"> • To apply machine learning and data mining algorithms to real-world applications. • To evaluate and interpret the results of data mining models. 	
Units	Contents		No. of Hours
I	Overview of Data Mining, Data Warehousing and OLAP, Types of Data and Data Quality, Need for Data Preprocessing, Major Data Mining Techniques and Applications.		10
II	Data Preprocessing and Association Rule Mining -Data Cleaning, Integration, and Transformation-Normalization and Feature Engineering-Market Basket Analysis-Apriority Algorithm and FP-Growth-Evaluation of Association Rules.		12
III	Classification Techniques -Decision Trees and Rule-Based Classification-Naïve Bayes and k-Nearest Neighbor (k-NN)-Support Vector Machines (SVM)-Artificial Neural Networks (ANN)-Performance Metrics for Classification Models.		14
IV	Clustering Techniques -Partitioning Methods (k-Means, k-Medoids)-Hierarchical Clustering (Agglomerative, Divisive)-Density-Based Clustering (DBSCAN)-Evaluating Clustering Results-Applications of Clustering.		12
V	Advanced Topics and Applications -Web Mining and Text Mining-Social Network Analysis-Big Data Analytics-Ethical Issues in Data Mining-Case Studies in Data Mining Applications.		12
References	<p>Textbooks:</p> <ol style="list-style-type: none"> 1. Han, J., Kamber, M., & Pei, J. (2011). Data Mining: Concepts and Techniques (3rd ed.). Morgan Kaufmann. 2. Tan, P. N., Steinbach, M., & Kumar, V. (2018). Introduction to Data Mining (2nd ed.). Pearson. 3. Witten, I. H., Frank, E., Hall, M. A., & Pal, C. J. (2016). Data Mining: Practical Machine Learning Tools and Techniques (4th ed.). Morgan Kaufmann. 4. Aggarwal, C. C. (2015). Data Mining: The Textbook. Springer. 5. Kotu, V., & Deshpande, B. (2019). Predictive Analytics and Data Mining: Concepts and Practice with RapidMiner (2nd ed.). Morgan Kaufmann. <p>Reference Books:</p>		

	<ol style="list-style-type: none"> 1. Hastie, T., Tibshirani, R., & Friedman, J. (2009). The Elements of Statistical Learning (2nd ed.). Springer. 2. Bishop, C. M. (2006). Pattern Recognition and Machine Learning. Springer. 3. Provost, F., & Fawcett, T. (2013). Data Science for Business. O'Reilly Media. 4. Gupta, G. K. (2014). Introduction to Data Mining with Case Studies (3rd ed.). PHI Learning. 5. Shmueli, G., Patel, N. R., & Bruce, P. C. (2019). Data Mining for Business Analytics: Concepts, Techniques, and Applications in R. Wiley.
Course outcome	
CO1	<ul style="list-style-type: none"> • Understand and explain key concepts and techniques of data mining.
CO2	<ul style="list-style-type: none"> • Perform data preprocessing and transformation for mining applications.
CO3	<ul style="list-style-type: none"> • Apply classification, clustering, and association rule mining techniques.
CO4	<ul style="list-style-type: none"> • Implement machine learning algorithms for predictive modeling.
CO5	<ul style="list-style-type: none"> • Evaluate data mining models for efficiency and accuracy.

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	3	2	2	2	3	3	2	2	2
CO2	2	2	3	2	3	3	3	2	2
CO3	3	3	3	2	2	3	3	2	2
CO4	3	2	3	2	3	3	3	2	2
CO5	3	2	3	2	3	3	3	2	2
Avg	2.8	2.2	2.8	2	2.8	3	2.8	2	2

INTERNATIONAL BUSINESS SPECIALISATION

Course Code & Title	24RMUD4254: International Accounting and Reporting System	
Programme	B.B.A. (Honours)	Semester- VIII
	Credit:4	Hours: 4/per week
Cognitive Level	K-1	<ul style="list-style-type: none"> Recall fundamental accounting principles and international frameworks
	K-2	<ul style="list-style-type: none"> Use IFRS and GAAP in financial reporting and statement preparation.
	K-3	<ul style="list-style-type: none"> Assess the impact of accounting standards on business and investment decisions.
		<ul style="list-style-type: none"> To understand the principles and frameworks of international accounting standards.
		<ul style="list-style-type: none"> To analyze financial reporting practices in different countries. To examine the role of IFRS and GAAP in global financial reporting.
		<ul style="list-style-type: none"> To apply accounting principles to real-world international business scenarios. To evaluate the impact of international regulations on financial reporting.
Units	Contents	No. of Hours
I	Introduction to International Accounting: Definition, Scope, and Importance of International Accounting - Factors Influencing International Accounting Practices - International Financial Institutions and Regulatory Bodies- Harmonization vs. Standardization of Accounting Practices - Challenges in International Financial Reporting	10
II	International Financial Reporting Standards (IFRS) : Evolution and Development of IFRS - Conceptual Framework of IFRS - Key IFRS Standards (IFRS 1 to IFRS 16) - IFRS for Small and Medium Enterprises (SMEs) - Convergence of IFRS and Local GAAP	12
III	Generally Accepted Accounting Principles (GAAP) vs. IFRS : Differences Between US GAAP and IFRS - Revenue Recognition (IFRS 15 vs. GAAP ASC 606) - Lease Accounting (IFRS 16 vs. GAAP ASC 842) - Financial Instruments and Fair Value Measurement - Case Studies on IFRS vs. GAAP	14
IV	Financial Statement Analysis in an International Context: Interpretation of Balance Sheet, Income Statement, and Cash Flow Statement - International Practices in Consolidation of Financial Statements - Accounting for Foreign Currency Transactions - Transfer Pricing and Its Impact on Financial Reporting - Corporate Governance and Financial Transparency	12
V	Emerging Issues and Trends in International Accounting : Sustainability and Environmental Reporting (ESG Reporting) - Digital Transformation in Accounting and Blockchain Technology - International Taxation and Its Impact on Financial Reporting	12
References	<ol style="list-style-type: none"> Nobes, C., & Parker, R. (2020). <i>Comparative international accounting</i> (14th ed.). Pearson Education. Choi, F. D. S., & Meek, G. K. (2011). <i>International accounting</i> (7th ed.). Pearson Education. Walton, P., Haller, A., & Raffournier, B. (2003). <i>International accounting</i> (2nd ed.). Thomson Learning. Alexander, D., Britton, A., & Jorissen, A. (2020). <i>International</i> 	

	<i>financial reporting and analysis</i> (7th ed.). Cengage Learning. 5. Zeff, S. A., & van der Tas, L. G. (Eds.). (2001). <i>Financial reporting and global capital markets: A history of the International Accounting Standards Committee, 1973–2000</i> . Oxford University Press.	
Course outcome		
CO1	<ul style="list-style-type: none"> • Explain key concepts and frameworks of international accounting. 	
CO2	<ul style="list-style-type: none"> • Compare and contrast IFRS and GAAP standards. 	
CO3	<ul style="list-style-type: none"> • Analyze financial statements prepared under different international accounting standards. 	
CO4	<ul style="list-style-type: none"> • Apply international accounting principles to business transactions. 	
CO5	<ul style="list-style-type: none"> • Evaluate the impact of financial reporting regulations on multinational corporations. 	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	3	2	2	2	2	3	2	2	2
CO2	3	2	3	2	2	3	2	2	2
CO3	3	2	3	2	3	3	2	2	2
CO4	3	2	3	2	3	3	3	2	2
CO5	3	2	3	2	3	3	3	2	2
Avg	3	2	2.8	2	2.6	3	2.4	2	2

SUPPLYCHAIN MANAGEMENT SPECIALISATION

Course Code & Title	24RMUD4255: Quality Tool Kit for Manager	
Programme	B.B.A. (Honours)	Semester- VIII
	Credit:4	Hours: 4/per week
Cognitive Level	K-1	<ul style="list-style-type: none"> Identify and describe quality management concepts.
	K-2	<ul style="list-style-type: none"> Use quality tools and techniques in business scenarios.
	K-3	<ul style="list-style-type: none"> Assess and improve business processes using quality frameworks.
		<ul style="list-style-type: none"> Introduce key quality management concepts and tools used in business decision-making.
		<ul style="list-style-type: none"> Develop the ability to apply quality improvement techniques in various industries.
		<ul style="list-style-type: none"> Analyze and implement Six Sigma, Lean, and other quality frameworks.
Units	Contents	No. of Hours
I	Fundamentals of Quality Management : Definition and Importance of Quality Management - Evolution of Quality Management (Deming, Juran, Crosby) - Total Quality Management (TQM) Principles - Quality Cost and Performance Metrics - Role of Leadership in Quality Management	10
II	Quality Improvement Tools and Techniques : The Seven Basic Quality Tools (Cause-and-Effect, Flowcharts, Check Sheets, etc.) - PDCA (Plan-Do-Check-Act) Cycle - Failure Mode and Effects Analysis (FMEA) - Root Cause Analysis (RCA) - Continuous Improvement and Kaizen	12
III	Six Sigma and Lean Methodologies : Introduction to Six Sigma and DMAIC Approach - Statistical Process Control (SPC) and Control Charts - Lean Principles and Waste Reduction - Value Stream Mapping (VSM) - Case Studies in Lean Six Sigma Applications	14
IV	Quality Standards and Frameworks : ISO 9001:2015 Quality Management System - Malcolm Baldrige National Quality Award Framework - European Foundation for Quality Management (EFQM) Model - Benchmarking and Best Practices - Role of Quality Audits and Certification	12
V	Advanced Quality Management and Emerging Trends : Risk-Based Thinking in Quality Management - Industry 4.0 and Quality Management - Role of Artificial Intelligence (AI) in Quality Control - Quality and Sustainability (Green Quality Management) - Future Trends in Quality Management	12
References	Textbooks: <ol style="list-style-type: none"> Dale, B. G., Bamford, D., & Van Der Wiele, T. (2016). Managing Quality (6th ed.). Wiley. Besterfield, D. H. (2018). Quality Control (9th ed.). Pearson. Pyzdek, T., & Keller, P. (2014). The Six Sigma Handbook (4th ed.). McGraw-Hill. Juran, J. M., & Godfrey, A. B. (1999). Juran's Quality Handbook (5th ed.). McGraw-Hill. Evans, J. R., & Lindsay, W. M. (2020). Managing for Quality and Performance Excellence (11th ed.). Cengage Learning. 	

	<p>Reference Books:</p> <ol style="list-style-type: none"> 1. Crosby, P. B. (1979). Quality Is Free: The Art of Making Quality Certain. McGraw-Hill. 2. Deming, W. E. (1986). Out of the Crisis. MIT Press. 3. Montgomery, D. C. (2020). Introduction to Statistical Quality Control (8th ed.). Wiley. 4. Hammer, M. (2001). The Agenda: What Every Business Must Do to Dominate the Decade. Crown Business. 	
Course outcome		
CO1	<ul style="list-style-type: none"> • Explain fundamental quality management concepts and frameworks. 	
CO2	<ul style="list-style-type: none"> • Apply quality improvement tools such as Six Sigma and Lean methodologies. 	
CO3	<ul style="list-style-type: none"> • Utilize statistical tools for process control and quality assurance. 	
CO4	<ul style="list-style-type: none"> • Analyze and improve business processes using quality management techniques. 	
CO5	<ul style="list-style-type: none"> • Develop and implement a quality improvement strategy for an organization. 	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	3	2	3	2	2	3	2	2	2
CO2	3	3	3	2	3	3	3	2	2
CO3	3	2	3	2	3	3	2	2	2
CO4	3	2	3	2	3	3	3	2	2
CO5	3	3	3	3	3	3	3	2	2
Avg	3	2.4	3	2.2	2.8	3	2.6	2	2

DISCIPLINE-SPECIFIC ELECTIVES – IX
FINANCE SPECIALISATION

Course Code & Title	24RMUD4256: Neuro-Finance		
Programme	B.B.A. (Honours)	Semester- VIII	
	Credit:4	Hours: 4/per week	
Cognitive Level	K-1	<ul style="list-style-type: none"> Define Neuro-Finance and its role in understanding financial decision-making. 	
	K-2	<ul style="list-style-type: none"> Apply neuro-finance concepts to analyze investor behavior and financial market trends. 	
	K-3	<ul style="list-style-type: none"> Evaluate financial decision-making models using neuroscience and behavioral finance theories. 	
		<ul style="list-style-type: none"> Understand the role of emotions in decision making Understand the role of heuristics and biases in financial decision making Appreciate the impact of emotions on investor psychology and resulting challenges to traditional finance theory Utilize learning's from behavioral finance to help guide public policy and financial product design 	
Units	Contents		No. of Hours
I	Introduction: Behavioural finance Rationality - Agency theory - Prospect theory - Trader's brain - Reasoned emotions - Overreaction and optimism		10
II	Heuristic and Biases: Emotion and reasoning - Excessive risk taking – Anchoring - Bandwagon effect - Confirmation bias - Availability heuristic - Over confidence – Framing - Ostrich effect - Loss aversion - Gamblers' fallacy - Status Quo bias - class exercises and games on heuristics and biases		12
III	Investor Behavior and Challenges to market efficiency: Attitude to risk, expected utility, - Mental accounting - Noise trader risk in financial markets - Resistance to recognizing failure – Conformity - Social forces selfishness or altruism - Group psychology on Board - Contrarian investing		14
IV	Conflict of interest - Investor risk capacity measurement tools - Anomalies - Small firm effect - Momentum Vs Reversal - Behavioural explanation for anomalies		
V	Behavioral Finance implications for decision making: Implications for Government Policies on health, education - savings – Nudge – Framing - Design of investment products - insurance products		12
References	1. Chandra, P., Behavioral Finance, McGraw Hill 2. Singh, R., Behavioral Finance, PHI 3. Kapoor, S., Prosad, J. M., Behavioral Finance, Sage		
Course outcome			
CO1	<ul style="list-style-type: none"> Explain the fundamentals of Neuro-Finance and its impact on financial decision-making. 		
CO2	<ul style="list-style-type: none"> Analyze the role of cognitive biases and emotional influences on investment behavior. 		
CO3	<ul style="list-style-type: none"> Apply behavioral finance models to assess risk perception and financial choices. 		
CO4	<ul style="list-style-type: none"> Utilize neuroscience insights to improve financial decision-making strategies. 		
CO5	<ul style="list-style-type: none"> Evaluate the impact of psychological factors on market trends and asset pricing 		

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	3	2	3	2	2	3	2	2	2
CO2	3	3	3	3	2	3	2	3	2
CO3	3	2	3	2	3	3	3	2	2
CO4	3	2	3	2	3	3	3	2	2
CO5	3	2	3	2	3	3	2	2	2
Avg	3	2.2	3	2.2	2.6	3	2.4	2.2	2

MARKETING SPECIALISATION

Course Code & Title	24RMUD4257: Neuro–Marketing		
Programme	B.B.A. (Honours)	Semester- VIII	
	Credit:4	Hours: 4/per week	
Cognitive Level	K-1	<ul style="list-style-type: none"> • Identify key concepts and tools used in neuro-marketing 	
	K-2	<ul style="list-style-type: none"> • Use neuro-marketing techniques to analyze consumer behavior. 	
	K-3	<ul style="list-style-type: none"> • Assess the ethical implications and effectiveness of neuro-marketing strategies. 	
		<ul style="list-style-type: none"> • To introduce the fundamental concepts of neuro-marketing and its impact on consumer behavior. 	
		<ul style="list-style-type: none"> • To explore the role of brain science in shaping marketing strategies. • To analyze the application of neuro-marketing tools and techniques. 	
Units	Contents		No. of Hours
I	Introduction to Neuro-Marketing : Definition and Importance of Neuro-Marketing - Evolution of Marketing and the Rise of Consumer Neuroscience - Key Brain Functions and Their Role in Decision-Making - Traditional Marketing vs. Neuro-Marketing - The Future of Neuro-Marketing in Business		10
II	Consumer Behavior and Decision-Making- The Psychology of Consumer Behavior-Emotional and Rational Decision-Making Processes-The Role of Subconscious Mind in Brand Preferences-Cognitive Biases and Their Influence on Marketing Strategies-The Impact of Sensory Marketing on Consumer Choices		12
III	Neuro-Marketing Tools and Techniques- Brain Imaging Technologies: EEG, fMRI, and MEG-Eye-Tracking and Facial Coding in Marketing Research-Neurometric and Biometrics in Consumer Analysis-Case Studies of Neuro-Marketing Applications in Advertising-		14
IV	Applications of Neuro-Marketing in Branding and Advertising- The Science of Effective Advertisements-Emotional Branding and Storytelling Techniques-The Role of Colors, Sounds, and Visual Cues in Branding-Price Perception and Neuro-Pricing Strategies-Consumer Engagement and Digital Marketing Trends		12
V	Ethical, Legal, and Future Trends in Neuro-Marketing- Ethical Issues and Consumer Privacy Concerns-The Dark Side of Neuro-Marketing: Persuasion vs. Manipulation-Regulatory Frameworks for Neuro-Marketing Practices-The Impact of AI and Big Data on Neuro-Marketing		12

References	<p>Textbooks:</p> <ol style="list-style-type: none"> 1. Dooley, R. (2019). Brainfluence: 100 Ways to Persuade and Convince Consumers with Neuromarketing (2nd ed.). Wiley. 2. Morin, C. (2018). Neuromarketing: Exploring the Brain of the Consumer. Springer. 3. Pradeep, A. K. (2010). The Buying Brain: Secrets for Selling to the Subconscious Mind. Wiley. 4. Plassmann, H., Ramsøy, T., & Milosavljevic, M. (2012). Branding the Brain: A Critical Review. Wiley-Blackwell. 5. Lindstrom, M. (2011). Buyology: Truth and Lies about Why We Buy. Broadway Business. <p>Reference Books:</p> <ol style="list-style-type: none"> 1. Ariely, D. (2008). Predictably Irrational: The Hidden Forces That Shape Our Decisions. HarperCollins. 2. Kahneman, D. (2011). Thinking, Fast and Slow. Farrar, Straus, and Giroux. 3. Cialdini, R. B. (2006). Influence: The Psychology of Persuasion (Rev. ed.). Harper Business. 4. Fugate, D. L. (2007). Neuromarketing: A Layman's Look at Neuroscience and Its Potential Application to Marketing Practice. Journal of Consumer Marketing. 5. Kotler, P., Kartajaya, H., & Setiawan, I. (2017). Marketing 4.0: Moving from Traditional to Digital. Wiley.
Course outcome	
CO1	<ul style="list-style-type: none"> • Explain the fundamental principles of neuro-marketing and consumer neuroscience.
CO2	<ul style="list-style-type: none"> • Analyze consumer decision-making using neuro-marketing techniques.
CO3	<ul style="list-style-type: none"> • Utilize neuro-marketing tools such as EEG, fMRI, and eye-tracking for market research.
CO4	<ul style="list-style-type: none"> • Apply neuro-scientific insights to enhance advertising and branding strategies
CO5	<ul style="list-style-type: none"> • Evaluate the ethical and regulatory challenges associated with neuro - marketing.

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	3	2	2	2	2	3	2	2	2
CO2	3	3	3	2	2	3	2	2	2
CO3	3	2	3	2	3	3	3	2	2
CO4	3	2	3	2	3	3	3	2	2
CO5	3	2	2	3	2	3	2	3	2
Avg	3	2.2	2.6	2.2	2.4	3	2.4	2.2	2

HUMAN RESOURCE MANAGEMENT SPECIALISATION

Course Code & Title	24RMUD4258: Employee Life Cycle Management	
Programme	B.B.A. (Honours)	Semester- VIII
	Credit:4	Hours: 4/per week
Cognitive Level	K-1	Identify key stages and concepts in the employee life cycle.
	K-2	Implement HR strategies for employee recruitment, engagement, and retention.
	K-3	Assess the effectiveness of HR policies in managing the employee life cycle.
		<ul style="list-style-type: none"> To understand the various stages of the employee life cycle and their impact on workforce management.
		<ul style="list-style-type: none"> To analyze best practices for talent acquisition, on boarding, and performance management.
		<ul style="list-style-type: none"> To explore employee engagement, retention, and development strategies.
Units	Contents	No. of Hours
I	Introduction to Employee Life Cycle Management -Concept and Importance of Employee Life Cycle (ELC)-Key Stages of the Employee Life Cycle-Role of Human Resource Management in ELC-Employee Experience and Employer Branding--Case Study on Effective ELC Management	10
II	Talent Acquisition and On boarding -Workforce Planning and Job Design-Recruitment Strategies and Employer Branding-Selection Techniques and Assessment Tools-Employee On boarding and Socialization-Role of HR Technology in Hiring and Onboarding	12
III	Performance Management and Employee Development -Performance Management Systems and Appraisal Techniques-Training and Development Strategies-Career Growth and Succession Planning-Coaching, Mentoring, and Leadership Development-Case Studies on Performance Management Best Practices	14
IV	Employee Engagement, Retention, and Workplace Well-Being -Strategies for Employee Motivation and Engagement-Work-Life Balance and Employee Wellness Programs-Retention Strategies and Reducing Turnover-Employee Feedback and Continuous Improvement-Impact of Organizational Culture on Employee Retention	12
V	Exit Management and Post-Employment Considerations -Employee Offboarding and Exit Interviews-Retirement Planning and Transition Support-Alumni Networks and Employer Reputation Management-Ethical and Legal Considerations in Exit Management	12
References	Textbooks: <ol style="list-style-type: none"> 1. Armstrong, M., & Taylor, S. (2020). Armstrong's Handbook of Human Resource Management Practice (15th ed.). Kogan Page. 2. Dessler, G. (2020). Human Resource Management (16th ed.). Pearson. 3. Mathis, R. L., Jackson, J. H., & Valentine, S. R. (2019). Human Resource Management (15th ed.). Cengage Learning. 4. Kramar, R., & Syed, J. (2012). Human Resource Management in a Global Context. Palgrave Macmillan. 	

	<p>5. Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2021). Fundamentals of Human Resource Management (8th ed.). McGraw-Hill.</p> <p>Reference Books:</p> <ol style="list-style-type: none"> 1. Cappelli, P. (2008). Talent on Demand: Managing Talent in an Age of Uncertainty. Harvard Business Press. 2. Saks, A. M., & Gruman, J. A. (2014). What Do We Really Know About Employee Engagement? Human Resource Management Review. 3. Becker, B. E., Huselid, M. A., & Ulrich, D. (2001). The HR Scorecard: Linking People, Strategy, and Performance. Harvard Business Press. 4. Cascio, W. F. (2018). Managing Human Resources (11th ed.). McGraw-Hill. 5. Schaufeli, W. B. (2017). Employee Engagement in Theory and Practice. Routledge. 	
Course outcome		
CO1	<ul style="list-style-type: none"> • Explain the different phases of the employee life cycle and their significance. 	
CO2	<ul style="list-style-type: none"> • Design effective recruitment and onboarding strategies to enhance workforce productivity. 	
CO3	<ul style="list-style-type: none"> • Develop employee engagement and performance management plans. 	
CO4	<ul style="list-style-type: none"> • Analyze HR technology and its role in employee life cycle management. 	
CO5	<ul style="list-style-type: none"> • Evaluate ethical and legal aspects of human resource management. 	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	3	2	2	3	2	3	2	2	2
CO2	3	2	3	2	2	3	3	2	2
CO3	3	2	3	2	2	3	2	2	2
CO4	2	2	3	2	3	3	3	2	2
CO5	3	2	2	3	2	3	2	3	2
Avg	2.8	2	2.6	2.4	2.2	3	2.4	2.2	2

BUSINESS ANALYTICS SPECIALISATION

Course Code & Title	24RMUD4259: Business Applications of Blockchain Technology	
Programme	B.B.A. (Honours)	Semester- VIII
	Credit:4	Hours: 4/per week
Cognitive Level	K-1	<ul style="list-style-type: none"> • Remembering: Identify blockchain fundamentals, key terminologies, and applications.
	K-2	<ul style="list-style-type: none"> • Applying: Implement blockchain technology for business use cases.
	K-3	<ul style="list-style-type: none"> • Evaluating: Assess blockchain adoption challenges, security risks, and legal implications
		<ul style="list-style-type: none"> • To understand the fundamental concepts and architecture of blockchain technology.
		<ul style="list-style-type: none"> • To explore various business applications of blockchain across different industries. • To analyze the impact of blockchain on supply chain, finance, and digital identity management.
Units	Contents	No. of Hours
I	Introduction to Block chain Technology -Overview of Blockchain: History and Evolution-Key Features: Decentralization, Transparency, Immutability-Types of Blockchain: Public, Private, and Consortium-Consensus Mechanisms: Proof of Work, Proof of Stake, Delegated Proof of Stake-Smart Contracts and Their Role in Automation	10
II	Business Applications of Blockchain -Block chain in Financial Services (Crypto currency, DeFi, Payments)-Supply Chain and Logistics: Transparency and Traceability-Healthcare Industry: Data Security and Patient Privacy-Real Estate and Smart Contracts for Property Transactions-Government and Public Services: Voting, Identity Management, and Compliance	12
III	Blockchain for Enterprise Solutions -Hyperledger, Ethereum, and Corda for Business Applications-Blockchain in Digital Identity and KYC (Know Your Customer)-Tokenization of Assets and Non-Fungible Tokens (NFTs)-Blockchain and Cloud Integration for Business Process Optimization-Case Studies of Successful Blockchain Implementations	14
IV	Security, Privacy, and Regulatory Challenges -Cyber security and Data Privacy in Blockchain Networks-Threats: 51% Attack, Sybil Attack, and Smart Contract Vulnerabilities-GDPR and Legal Compliance in Blockchain Transactions-Ethical Considerations in Blockchain and Crypto currency Use	12
V	Future of Blockchain and Emerging Technologies -Blockchain and Artificial Intelligence (AI) Integration-Blockchain for Web3 and the Metaverse-Decentralized Autonomous Organizations (DAOs) and Governance Models-Quantum Computing and Its Impact on Blockchain Security-	12
References	<ol style="list-style-type: none"> 1. Tapscott, D., & Tapscott, A. (2018). <i>Blockchain revolution: How the technology behind bitcoin and other cryptocurrencies is changing the world</i> (Updated ed.). Penguin. A foundational text explaining blockchain's impact on business, government, and society. 2. Mougayar, W. (2016). <i>The business blockchain: Promise, practice, and the ap-</i> 	

	<p><i>plication of the next Internet technology</i>. Wiley. Discusses blockchain in a business context, with a focus on innovation and transformation.</p> <p>3. Swan, M. (2015). <i>Blockchain: Blueprint for a new economy</i>. O'Reilly Media. Covers technical, economic, and business perspectives of blockchain use cases.</p>
Course outcome	
CO1	<ul style="list-style-type: none"> • Explain the principles and workings of blockchain technology.
CO2	<ul style="list-style-type: none"> • Assess the business potential and industry use cases of blockchain.
CO3	<ul style="list-style-type: none"> • Develop strategies for integrating blockchain solutions into business operations.
CO4	<ul style="list-style-type: none"> • Evaluate the security and regulatory aspects of blockchain applications.
CO5	<ul style="list-style-type: none"> • Apply blockchain frameworks to solve real-world business challenges.

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	2	3	2	3	3	2	2	2
CO2	2	3	3	2	3	3	3	2	2
CO3	3	2	3	3	2	3	3	2	3
CO4	2	2	2	3	3	2	2	3	2
CO5	3	2	3	2	3	3	2	2	3
Avg	2.4	2.2	2.8	2.4	2.8	2.8	2.4	2.2	2.4

INTERNATIONAL BUSINESS SPECIALISATION

Course Code & Title	24RMUD4260: International Ventures, Mergers and Acquisitions	
Programme	B.B.A. (Honours)	Semester- VIII
	Credit:4	Hours: 4/per week
Cognitive Level	K-1	Identifying target markets for international ventures.
	K-2	Evaluating potential merger or acquisition targets based on strategic fit.
	K-3	Assessing risks related to global expansion, including political, economic, and regulatory factors.
	<ul style="list-style-type: none"> • Understand the Fundamentals of International Ventures – Learn the key concepts, drivers, and challenges of expanding businesses globally. 	
	<ul style="list-style-type: none"> • Analyze the Strategic Importance of Mergers and Acquisitions (M&A) – Study the role of M&A in corporate growth, diversification, and competitive advantage. 	
	<ul style="list-style-type: none"> • Evaluate Cross-Border Investment and Expansion Strategies – Assess different market entry strategies, including joint ventures, strategic alliances, and acquisitions 	
	<ul style="list-style-type: none"> • Examine Financial and Legal Aspects of International M&A – Understand valuation methods, due diligence, financial structuring, and regulatory compliance 	
	<ul style="list-style-type: none"> • Assess Cultural and Organizational Integration Challenges – Explore the impact of cultural differences on post-merger integration and employee management. 	
Units	Contents	No. of Hours
I	Introduction Routes to go International: Exporting, Licensing, Franchising, Manufacturing, Assembly Operations, Management Contract, Turnkey Operations, Wholly-owned subsidiaries, Joint Ventures, Mergers and Acquisitions, Factors influencing the choice of route; Stages of Internationalization; International Investment Decisions: Foreign Direct Investment and Foreign Portfolio Investment	10
II	International Joint Ventures Definition, characteristics, and objectives of International Joint Ventures; Motives and types of Joint Venture; Key considerations in selecting International Joint Venture partners; Joint Venture agreements; Legal, financial, and operational aspects of Joint Venture management;	12
III	Mergers and Acquisitions Concept of Mergers, Acquisitions and Divestitures; Strategic motives, Theories, Types and Stages of M&A; Strategic approaches to M&A: SWOT analysis, BCG matrix, Porter’s Five forces model	14
IV	Valuation of Mergers and Acquisitions Factors affecting valuation basics, methods of valuation: cash flow approaches, economic value added (EVA), sensitivity analysis; Valuation under takeover regulation, valuation for slump sale, cost-benefit analysis and swap ratio determination.	12

V	Post-merger integration strategies and challenges- Financing Mergers and Acquisitions; Earn-outs; Reverse Merger; Process of merger integration: organizational and human aspects; Demerger and its types; Takeover and its types, takeover strategy, takeover bids
References	<ol style="list-style-type: none"> 1. Gaughan, P. A. (2018). <i>Mergers, acquisitions, and corporate restructurings</i> (7th ed.). Wiley. A comprehensive textbook covering strategic, financial, and legal aspects of M&A. 2. Weston, J. F., Mitchell, M. L., & Mulherin, J. H. (2004). <i>Takeovers, restructuring, and corporate governance</i> (4th ed.). Pearson. Offers global perspectives and cases on corporate restructuring and takeovers. 3. DePamphilis, D. M. (2019). <i>Mergers, acquisitions, and other restructuring activities: An integrated approach to process, tools, cases, and solutions</i> (11th ed.). Academic Press. Focuses on practical frameworks and real-world case studies. 4. Koller, T., Goedhart, M., & Wessels, D. (2020). <i>Valuation: Measuring and managing the value of companies</i> (7th ed.). McKinsey & Company Inc. & Wiley. Essential for understanding how valuation plays a role in cross-border mergers and ventures.
Course outcome	
CO1	<ul style="list-style-type: none"> • Understand the fundamental concepts, strategies, and frameworks of international ventures, mergers, and acquisitions.
CO2	<ul style="list-style-type: none"> • Analyze the financial, legal, and cultural aspects of mergers and acquisitions in a global business environment.
CO3	<ul style="list-style-type: none"> • Evaluate the risks and synergies associated with international expansions, joint ventures, and acquisitions.
CO4	<ul style="list-style-type: none"> • Apply due diligence techniques, integration strategies, and performance measurement tools in M&A transactions.
CO5	<ul style="list-style-type: none"> • Develop strategic decision-making skills to manage post-merger integration, organizational change, and long-term value creation.

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	3	2	3	2	3	3	3	2	2
CO2	3	3	3	3	3	3	3	3	3
CO3	2	2	3	3	3	2	3	2	2
CO4	3	2	3	2	2	3	2	3	3
CO5	3	3	3	3	3	3	3	3	3
Avg	2.8	2.4	3	2.6	2.8	2.8	2.8	2.6	2.6

SUPPLYCHAIN MANAGEMENT SPECIALISATION

Course Code & Title	24RMUD4261: Operations Strategy	
Programme	B.B.A. (Honours)	Semester- VIII
	Credit:4	Hours: 4/per week
Cognitive Level	K-1	High-level strategic decisions made at the corporate level.
	K-2	Aligns operational capabilities with corporate objectives.
	K-3	Focuses on optimizing processes, resources, and productivity.
		<ul style="list-style-type: none"> To understand the strategic role of operations in achieving competitive advantage across diverse industries. To analyse the impact of emerging technologies like block chain and IoT on Operations strategy. To explore contemporary issues such as supply chain risk, social responsibility, and innovative business models like alliances and the sharing economy.
Units	Contents	No. of Hours
I	Fundamentals of Operations Strategy This unit introduces the concept of operations strategy and its importance in aligning with overall business strategy. It includes case studies from various industries to illustrate the strategic role of operations in achieving business objectives.	10
II	Industry-Specific Operations Strategies Students will analyze operations strategies in different contexts, including manufacturing and service industries, with a focus on sectors such as airlines, healthcare, hospitality, IT, and retail. Discussions will cover best practices and strategic challenges in these industries.	12
III	Technological Impact on Operations Strategy This unit explores how technologies like block chain enhance supply chain transparency and efficiency and how IoT contributes to operational decision-making and automation. Case studies will highlight technology adoption and integration across industries.	14
IV	Managing Risks and Social Responsibility in Operations Topics include supply chain risks, strategies for risk mitigation, and the integration of social responsibility into operations through sustainable practices and ethical considerations. Examples from leading companies will be discussed to demonstrate responsible operations management.	12
References	Supply Chain Management: Strategy, Planning, and Operation, 7th ed., by Sunil Chopra & Peter Meindl, Pearson.	
Course outcome	1. Understand the strategic importance of operations in various industry contexts. 2. Analyze and implement advanced technological solutions within operations strategies. 3. Develop risk management strategies and integrate social responsibility into operations decisions. 4. Evaluate and apply innovative business models that leverage operations for competitive advantage.	
CO1	<ul style="list-style-type: none"> Understand the fundamental concepts and principles of operations strategy 	
CO2	<ul style="list-style-type: none"> Analyze different competitive priorities such as cost, quality, flexibility, and delivery in operations. 	
CO3	<ul style="list-style-type: none"> Evaluate strategic decision-making in operations and supply chain management. 	
CO4	<ul style="list-style-type: none"> Apply various operational strategies to improve efficiency and productivity. 	
CO5	<ul style="list-style-type: none"> Develop a sustainable and agile operations strategy to adapt to market changes. 	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	3	2	3	2	3	3	3	2	2
CO2	3	3	3	2	3	3	3	2	2
CO3	3	2	3	3	3	3	3	2	2
CO4	3	2	3	2	3	3	3	2	2
CO5	3	3	3	3	3	3	3	3	3
Avg	3	2.4	3	2.4	3	3	3	2.2	2.2

24RMUS4209: DISSERTATION

Credit: 8

Hours: 8

Every student has to submit a dissertation in the eight semester. The activities for dissertation initiated during the VII semester will be:

- Identification of the problem
- Review of Literature
- Identifying the research gap
- Finalization of Research Design
- Finalising the topic of research
- Construction of data collection Tools
- Data Collection
- Data Analysis
- Report writing and submission
- Managerial/practical implication

At the end of the VIII Semester, students have to submit a dissertation which will be evaluated individually and jointly by an external examiner and the internal supervisor under intimation to the Controller of Examinations.

Marks Distribution Evaluation of Report (Guide/Supervisor - Internal) : 75

Evaluation of Report (External Member) : 75

Evaluation of Performance through Viva-Voce (Joint) : 50

Total Marks : 200

B.B.A. (HONOURS WITH RESEARCH)
SEMESTER – VII

Course Code & Title	24RMUC4162: Advanced-Data Analysis Tools	
Programme	B.B.A. (Honours with Research)	Semester- VII
	Credit:4	Hours: 4 per week
Cognitive Level	K1	• Define key concepts of data analysis and its importance in decision-making.
	K2	• Apply data cleaning and preprocessing techniques for better accuracy.
	K3	• Develop predictive analytics models using AI and machine learning algorithms.
Course Objectives	• Develop various types of research tools for data collection.	
	• Develop an understanding of principles of quantitative and qualitative research methods	
	• Develop an understanding of principles of data analysis and interpretation	
	• Develop the vision to carry out qualitative and quantitative research.	
	• Apply important qualitative and quantitative statistical techniques for analyzing and interpreting research data. 6. Use computers to code and analyze data	
Units	Content	No. of Hours
I	Types of research tools: their development and uses. (12 Hours) Basics of Behavioral Measurement: Concept, scope and need, - Characteristics of a good research tool: Reliability, Validity and Norms-Questionnaires, Interviews and observation schedules as tools of research- Tests: Aptitude, Achievement and Projective and non-projective tests, - Norm-referenced and criterion-referenced tests- Scales: Rating scales, Attitude scales. Semantic Differential, Q Methodology-Socio-metric techniques.	10
II	Nature of educational data: Quantitative and Qualitative. Organization and analysis of qualitative data. - Approaches to Qualitative data Analysis- Organization and presentation of quantitative data	12
III	Normal Probability Curve and its Applications Inferential statistics: Standard errors, confidence limits- Hypothesis testing- type I and type II errors. - Test of significance, two tailed and one tailed test. - Parametric and Non-Parametric Test: Concept and Assumptions	14
IV	Research Design (6 Hours) Simple Random Design, Quasi-Experimental, Level X Treatment Design, Factorial design, Latin Square Design	12
V	Univariate and Bivariate Analysis (7 Hours) The t-test. - The F-test - ANOVA- Chi Square Test. - Mann-Whitney U test- Median Test- The Goodness of Fit. - Kruskal-Wallis H Test	12
References	<ol style="list-style-type: none"> 1. Mouley, George J.: The Science of Educational Research. 2. Kerlinger, Fred N.: Foundations of Behavioural Research. 3. Keeves, John P. (Ed.): Educational Research, Methodology and Measurement: An International Handbook. 4. Best, John W. : Research in Education 5. 5. Good, C.V.: Introduction to Research. 	
Course Outcomes		
CO1	• Understand the Fundamentals of Data Analysis – Explain key concepts, types of data, and the role of data analytics in decision-making.	
CO2	• Apply Data Cleaning and Preprocessing Techniques – Perform data wrangling, handling missing values, and improving data quality for analysis.	
CO3	• Use Statistical and Analytical Techniques – Implement descriptive and inferential statistics, hypothesis testing, and regression analysis.	

CO4	<ul style="list-style-type: none"> • Leverage Data Visualization Tools – Create insightful dashboards and reports using tools like Tableau, Power BI, and Python libraries (Matplotlib, Seaborn).
CO5	<ul style="list-style-type: none"> • Perform SQL and Database Management – Extract, transform, and manage large datasets using SQL queries and relational database systems.

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	3	2	3	2	3	3	2	2	2
CO2	3	2	3	2	3	3	2	2	2
CO3	3	2	3	2	3	3	3	2	2
CO4	3	2	3	3	3	3	3	2	2
CO5	3	2	3	3	3	3	3	2	2
Avg	3	2	3	2.4	3	3	2.6	2	2

Course Code & Title	24RMUC4163: Advanced Research Methodology	
Programme	B.B.A. (Honours with Research)	Semester- VII
	Credit:4	Hours: 4 per week
Cognitive Level	K1	• Define research methodology and its significance in academic and business contexts.
	K2	• Apply appropriate research designs for different types of studies.
	K3	• Critically evaluate research methodologies and their impact on study outcomes.
Course Objectives	• Understand the foundations of Educational Research	
	• Identify the sources of research problems and variables. Formulate hypotheses; design of educational research and to make them understand different techniques of data collection.	
	• Familiarize with different methods and approaches of Educational Research	
	• Understand the contemporary developments in Educational Research.	
	• Define the „concept“ research as acquisition of information.	
Units	Content	No. of Hours
I	Research as a process of acquisition of knowledge to understand phenomena and Solve problems – Methods of acquiring knowledge – Older methods – Modern Scientific method – Steps in Scientific Methods – Assumption underlying Scientific Method - Theory building – Nature, Type and functions of theories.	10
II	Nature of Enquiry – Search for Truth, Social reality Positivism – Understanding Natural and Social phenomena – Physical and Social reality – Ontological, Epistemological, Methodological and Human related assumptions – the Objectivist and Subjectivist polarization.	12
III	The Philosophical bases of research Positivistic and Anti-Positivistic movements – Phenomenology, Symbolic interactions – Ethnomethodology - Feminist Research and Mixed Research– Ethics of Educational Research.	14
IV	Scientific Research Methods a) Hypotheses for Problem Solving – Construction and Confirmation of Hypothesis – logic of Hypotheses Testing – Null Hypothesis and its significance – Testing Hypothesis of different types. b) Experimental research – Design with and without control – Purpose and Methods of Control – Factors to be controlled designs with minor, Partial and rigorous control – Validity of Designs – Internal and External validities - Quasi Experiments – Single Case research	12
V	Humanistic research Methods: Case Study Method – Critical Theory Model – Ethnographic research methods – Hermeneutics – Oral History Method. Policy Researchers: Policy Oriented Researches – Legitimately Research –Participatory Research.	12
References	1) Balasubramanian, P.S. (1986), Quantitative and Qualitative Approaches to Educational research in Journal of the Madras University Vol. LVIII, No: 1&2, 1986. 2) Borg, W.R., Gall, M.D. (1979), Educational Research – An Introduction, 3rd Edition, New York: Longman Inc. 3) Burgen, Robert, G.Ed., (1985). Issues in Educational Research: Qualitative Methods,	

	4) London: The Falmer Press. 5) Burroughs, G.E.R. (1975). Design and Analysis in Educational Research, 2nd Edition. Oxford: Alden & Moebray Limited.	
Course Outcomes		
CO1	<ul style="list-style-type: none"> • Understand the Fundamentals of Research Methodology – Explain key research concepts, types of research, and the significance of systematic investigation. 	
CO2	<ul style="list-style-type: none"> • Develop Research Problem Statements and Hypotheses – Formulate clear research questions, objectives, and testable hypotheses. 	
CO3	<ul style="list-style-type: none"> • Apply Appropriate Research Designs and Data Collection Methods – Utilize qualitative, quantitative, and mixed-method approaches effectively. 	
CO4	<ul style="list-style-type: none"> • Perform Data Analysis Using Advanced Statistical Tools – Implement statistical techniques using software like SPSS, R, Python, or Excel. 	
CO5	<ul style="list-style-type: none"> • Interpret Research Findings and Draw Valid Conclusions – Analyze data critically and present meaningful insights based on empirical evidence. 	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	3	2	2	3	2	3	2	2	2
CO2	3	2	3	3	2	3	3	2	2
CO3	3	2	3	3	3	3	3	2	2
CO4	3	2	3	3	3	3	3	2	2
CO5	3	2	3	3	3	3	3	2	2
Avg	3	2	2.8	3	2.6	3	2.8	2	2

Course Code & Title	24RMUC4164: Innovation Driven Entrepreneurial Leadership	
Programme	B.B.A. (Honours with Research)	Semester- VII
	Credit:4	Hours: 4 per week
Cognitive Level	K1	• Understanding leadership role in entrepreneurship development
	K2	• Applying innovation and technology on the future of work culture and entrepreneurial sustainability
	K3	• Establishing a link with ethical social cultural values on entrepreneurial leadership
Course Objectives	• To understand the Fundamentals of Entrepreneurial Leadership – Explain key leadership traits, decision-making styles, and their impact on business success.	
	• To analyze Innovation and Creativity in Entrepreneurship – Identify and apply innovative thinking, problem-solving, and design thinking approaches to business challenges	
	• To develop Entrepreneurial Mindset and Risk-Taking Ability – Demonstrate the ability to assess opportunities, manage risks, and create value-driven business models.	
	• To implement Strategies for Business Growth and Sustainability – Apply leadership skills to scale ventures, manage teams, and foster an innovative organizational culture.	
	• To leverage Technology and Market Trends for Competitive Advantage – Utilize emerging technologies, digital transformation, and global market insights for business success.	
Units	Contents	No. of Hours
I	Unit 1: Foundations of Entrepreneurial Leadership: Introduction to Leadership and Entrepreneurship-Definitions and Concepts of Leadership -Social, Managerial and Entrepreneurial Leadership -Theories and Models of Leadership-Trait Theory, Behavioral Theories, Contingency Theories, Transformational and Transactional Leadership	10
II	Unit 2: Leading with the Entrepreneurial Mindset& Innovation: Creativity and Innovation in Entrepreneurship- Techniques for Fostering Creativity-Overview of Innovation Management and role of Founders-Building Culture of innovation and entrepreneurial mindset: Venture strategies and role of the leader. Process and Resources.	12
III	Unit 3: Leadership for the Future Start-up Ecosystems: Virtual Work and Digital Organizations Leadership and the Future of Work in Entrepreneurial Contexts Leadership in Start-up Ecosystems Navigating Incubators, Accelerators, Angel Investors, and Venture Capital Government Schemes Supporting Entrepreneurship (e.g., Start-up India, Digital India)	14
IV	Unit 4: Leadership Challenges and Strategies in Entrepreneurial Context: Leadership Challenges in Entrepreneurial Venture Development- Case Studies of Prominent Entrepreneurial Leaders and challenges – faced by them - Analysis of elements of leadership desirable in different stages of venture creation and development- Designing organisational structure and managing people performance-Building teams; Managing Growth, Change, Conflicts and Transition	12

V	Unit 5: Ethical and Sustainable Entrepreneurship: Ethics and Social Responsibility in Entrepreneurship-Ethical Decision-Making Frameworks- Building the Right Culture and Values: Role of leader - Corporate Social Responsibility (CSR) - Sustainable Business Practices and managing change - Leadership and shaping Sustainability in Business Models	12
References	<p>Textbooks:</p> <ol style="list-style-type: none"> 6. Davila, T., Epstein, M. J., & Shelton, R.(2012) <i>Making innovation work: How to manage it, measure it, and profit from it (2nd ed.)</i>. Pearson Education. 7. Tidd, J., & Bessant, J. (2018)<i>Managing innovation: Integrating technological, market and organizational change (6th ed.)</i>. Wiley. 8. Reeves, M., & Whitaker, J. (2021)<i>The imagination machine: How to spark new ideas and create your company's future</i>. Harvard Business Review Press. 9. Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2017)<i>Entrepreneurship (10th ed.)</i>. McGraw-Hill Education. 10. Northouse, P. G. (2021) <i>Leadership: Theory and practice (9th ed.)</i> SAGE Publications. <p>References:</p> <ol style="list-style-type: none"> 5. Robbins, S. P., & Judge, T. A. (2019) <i>Essentials of organizational behavior (14th ed.)</i>. Pearson Education. 6. Christensen, C. M., Raynor, M. E., Dyer, J., & Gregersen, H. (2011) <i>Disruptive innovation: The Christensen collection (The Innovator's Dilemma, The Innovator's Solution, The Innovator's DNA)</i> Harvard Business Review Press. 7. Christensen, C. M. (2010) <i>How will you measure your life?</i> Harvard Business Review, 88(7/8), 46–51. 8. Ries, E. (2011) <i>The lean startup: How today's entrepreneurs use continuous innovation to create radically successful businesses</i>. Crown Business. 	
Course Outcomes		
CO1	<ul style="list-style-type: none"> • Understand and apply leadership theories and principles in an entrepreneurial context. 	
CO2	<ul style="list-style-type: none"> • Develop further the entrepreneurial mindset and to recognize opportunities for innovation and value creation 	
CO3	<ul style="list-style-type: none"> • Formulate entrepreneurial vision and engage, motivate and lead stakeholders for implementing effective strategies for leading and managing entrepreneurial ventures 	
CO4	<ul style="list-style-type: none"> • Analyze and inculcate the ethical and social responsibilities of entrepreneurial leaders 	
CO5	<ul style="list-style-type: none"> • Able Utilize emerging technologies, digital transformation, and global market insights for business success. 	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	2	2	2	2	2	2	2	2
CO2	2	2	3	2	2	2	2	2	2
CO3	2	3	3	2	3	3	3	2	3
CO4	2	2	2	3	2	2	2	3	2
CO5	2	2	3	2	3	2	2	2	2
Avg	2	2.2	2.6	2.2	2.4	2.2	2.2	2.2	2.2

24RMUS4108: Research Internship

Credit: 4

Hours: 4

Methodology and Scheme of Evaluation: Each student will be attached to an industrial unit to acquire practical exposure and training in different functional areas of management. At the end of the Internship, the students must submit a report which will be evaluated jointly by an external examiner and the Internal supervisor under intimation to the Controller of Examinations.

Weightage of Marks:

Evaluation of Report (Internal Examiner):	40
Evaluation of Report (External Examiner):	40
Joint Viva-Voce	: 20
Total Marks	100

DISCIPLINE SPECIFIC ELECTIVES – V

FINANCE SPECIALISATION

Course Code & Title	24RMUD4132: International Financial Management	
Programme	B.B.A. (Honours with Research)	Semester- VII
	Credit:4	Hours: 4 per week
Cognitive Level	K1	• Remembrance of the Statistics and logic concepts
	K2	• Analyse the different types of statistics tools to understand their specific uses.
	K3	• Learn the steps involved in preparing a balance sheet effectively.
Course Objectives	• Understand the unique challenges in managing the financial activities of a global corporation	
	• Understand the structure, functioning and importance of Foreign Exchange Markets.	
	• Understand the factors determining and impacting foreign exchange rates	
	• Appreciate the challenges of global fund raising, global portfolio investing and financing international subsidiaries	
Units	Contents	No. of Hours
I	Introduction to International Financial Management Domestic vs International Financial Management, Multinational Corporations, Exchange Rate, International Trade, Theory of Comparative Costs, Hecksher-Ohlin Theory, Free Trade V/s Protection, Barriers to Foreign Trade, Tariff and Non-Tariff Barriers; Meaning of BOP, Importance of BOP, Components of BOP, Foreign Exchange Reserves,	10
II	Introduction to International Financial Management Domestic vs International Financial Management, Multinational Corporations, Exchange Rate, International Trade, Theory of Comparative Costs, Hecksher-Ohlin Theory, Free Trade V/s Protection, Barriers to Foreign Trade, Tariff and Non-Tariff Barriers; Meaning of BOP, Importance of BOP, Components of BOP	12
III	Foreign Exchange Market Defining Foreign Exchange Market, Participants, Structure, Spot and Forward rates, Foreign Exchange Quotations, Cross Rates, Inverse rates, Arbitrage	14
IV	International Investments Raising capital across the globe, GDRs, ADRs, Dollar Debt, Masala Bonds International Portfolio Investments, Diversification benefits, Global Macroeconomic risks International Capital Investments, Global CAPM, Subsidiary financing Exchange rate and Geopolitical shocks	12
V	Foreign Exchange Reserves, Surplus and Deficit BOP, Disequilibrium and Adjustments, Accounting Principles in BOP.	12
References	Textbooks (Latest Editions) 1. Eun, C., Resnick, B., Chuluun, T., “International Financial Management”, McGraw Hill 2. Apte, P.G. Kapshe, S., “International Financial Management,”	

	McGraw Hill. 3. Seth, A.K.,” International Financial Management,” Galgotia Publications, New Delhi 4. Gautam A., Jaiswal T., Keshari A., “International Financial Management”, PHI	
Course Outcomes		
CO1	<ul style="list-style-type: none"> Appreciate the complexities of managing finance for a global corporation . 	
CO2	<ul style="list-style-type: none"> Understand the basics of exchange rates and foreign exchange markets 	
CO3	<ul style="list-style-type: none"> Appreciate the linkages between macroeconomic factors and exchange rates 	
CO4	<ul style="list-style-type: none"> Understand the issues related to global fund raising, global portfolio investing and financing international subsidiaries 	
CO5	<ul style="list-style-type: none"> Assess the risks associated with foreign investments, multinational capital budgeting, and international taxation. 	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	2	2	2	2	2	1
CO2	2	1	2	2	2	2	2	2	1
CO3	2	1	3	2	2	3	2	2	2
CO4	2	2	3	2	3	3	2	3	2
CO5	2	2	3	3	3	3	2	3	2
Avg	2	1.4	2.6	2.2	2.4	2.6	2	2.4	1.6

MARKETING SPECIALISATION

Course Code & Title	24RMUD4133: Sales and Distribution Management	
Programme	B.B.A. (Honours with Research)	Semester-VII
	Credit:4	Hours: 4/per week
Cognitive Level	K-1	<ul style="list-style-type: none"> • Describe key concepts in sales and distribution management.
	K-2	<ul style="list-style-type: none"> • Develop sales and distribution strategies for different business scenarios.
	K-3	<ul style="list-style-type: none"> • Assess the effectiveness of sales and distribution strategies.
Course Objectives	<ul style="list-style-type: none"> • Understand the fundamental principles, strategies, and techniques of sales and distribution management. • Analyze consumer behavior, sales planning, and territory management for effective sales operations. • Evaluate different distribution channels and logistics management for optimizing supply chain efficiency. • Develop sales force management strategies, including recruitment, training, motivation, and performance evaluation. • Assess the impact of digital transformation, emerging trends, and ethical considerations in sales and distribution management. 	
Units	Contents	No. of Hours
I	Introduction to Sales and Distribution Management: Definition, Scope, and Importance of Sales and Distribution Management, Evolution of Sales Management and Emerging Trends Sales Process and Selling Skills, Role of Sales Managers and Sales Teams, Ethical and Legal Aspects of Selling.	12
II	Sales Planning and Strategy: Sales Forecasting and Territory Management, Sales Budgeting and Target Setting, Sales Promotion and Customer Engagement Strategies, Role of Personal Selling and Relationship Management, Digital Sales and E-commerce Strategies	12
III	Distribution Channel Management: Types of Distribution Channels and Their Functions, Channel Partner Selection and Relationship Management Logistics and Supply Chain Management in Distribution Retailing and Wholesaling Strategies Omni channel Distribution and Last-Mile Delivery Solutions.	12
IV	Sales force Management and Performance Evaluation Sales Team Recruitment, Training, and Development Compensation and Incentive Plans for Sales Personnel Performance Evaluation and Motivation Techniques Customer Relationship Management (CRM) in Sales Use of AI and Data Analytics in Sales force Management	12
V	Emerging Trends and Challenges in Sales and Distribution Role of Digital Marketing in Sales Management Automation and AI in Sales and Distribution Ethical Issues in Sales and Distribution Management Impact of COVID-19 on Sales and Supply Chain Operations Future Trends: Personalization, Sustainability, and Global Markets	12

References	<p>Suggested Books:</p> <ol style="list-style-type: none"> 1. Futrell, C. M. (2021). <i>Fundamentals of selling: Customers for life through service</i> (14th ed.). McGraw-Hill Education. 2. Johnston, M. W., & Marshall, G. W. (2021). <i>Sales force management: Leadership, innovation, technology</i> (13th ed.). Routledge. 3. Still, R. R., Cundiff, E. W., & Govoni, N. A. P. (2017). <i>Sales and distribution management</i> (6th ed.). Pearson. 4. Kotler, P., & Keller, K. L. (2022). <i>Marketing management</i> (16th ed.). Pearson. 5. Rosenbloom, B. (2018). <i>Marketing channels: A management view</i> (8th ed.). Cengage Learning. <p>Reference Books:</p> <ol style="list-style-type: none"> 1. Anderson, R. E., Dubinsky, A. J., & Mehta, R. (2021). <i>Personal selling and sales management</i> (3rd ed.). Pearson. 2. Weitz, B. A., Castleberry, S. B., & Tanner, J. F. (2019). <i>Selling: Building partnerships</i> (10th ed.). McGraw-Hill Education. 3. Zoltners, A. A., Sinha, P., & Lorimer, S. E. (2018). <i>Sales force design for strategic advantage</i> (2nd ed.). Harvard Business Review Press. 4. Kotler, P., Armstrong, G., & Agnihotri, P. (2020). <i>Principles of marketing</i> (18th ed.). Pearson India. 5. Tracy, B. (2015). <i>The psychology of selling: Increase your sales faster and easier than you ever thought possible</i>. Thomas Nelson.
Course Outcomes	
C01	<ul style="list-style-type: none"> • Explain key concepts and functions of sales and distribution management.
C02	<ul style="list-style-type: none"> • Apply sales planning, forecasting, and territory management techniques to enhance sales performance.
C03	<ul style="list-style-type: none"> • Design effective distribution strategies to optimize product reach and customer satisfaction.
C04	<ul style="list-style-type: none"> • Evaluate sales force management strategies, including training, compensation, and motivation techniques.
C05	<ul style="list-style-type: none"> • Assess emerging trends such as e-commerce, digital sales platforms, and ethical practices in sales and distribution management.

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	2	2	2	2	2	2
CO2	2	2	3	2	2	3	3	2	2
CO3	2	2	3	2	3	3	2	2	2
CO4	2	3	3	3	3	3	3	3	2
CO5	2	2	3	3	3	3	3	3	3
Avg	2	2	2.8	2.4	2.6	2.8	2.6	2.4	2.2

HUMAN RESOURCE MANAGEMENT SPECIALISATION

Course Code & Title	24RMUD4134: HRD – Systems and Strategies	
Programme	B.B.A. (Honours with Research)	Semester- VII
	Credit:4	Hours: 4 perweek
Cognitive Level	K1	• Remembrance of the Statistics and logic concepts
	K2	• Analyse the different types of statistics tools to understand their specific uses.
	K3	• Learn the steps involved in preparing a balance sheet effectively.
Course Objectives	• To develop basic understanding of the concept of human behavior and organization.	
	• To highlight the importance of OB in modern organizations.	
	• To understand individual and group behavior in the workplace to improve the effectiveness of an organization	
	• To critically evaluate leadership styles and strategies.	
Units	Content	No. of Hours
I	Introduction to Human Behaviour and Organization: Meaning, importance, and historical development of organizational behavior; Factors influencing organizational behavior; Contributing disciplines of OB; OB models	10
II	Individual Behavior Foundations of Individual Behavior; Personality-Determinants of personality, Type A and B, Big Five personality types, stages of personality development; Attitude - components, job-related attitudes; Learning- concept, theories, and reinforcement; Perception - concept, perceptual process, factors influencing perception; Values - concept and types: terminal values and instrumental values; Motivation – Concept, importance, and theories of motivation- Early Theories of motivation (Need Hierarchy, Theory X and Theory Y, Two Factors Theory); Contemporary Theories of motivation (Self-Determination Theory, Goal-setting Theory, Reinforcement Theory, Self-efficacy Theory); Swami Vivekanand’s principles and approach to citizenship behavior ; Swami Vivekanand’s approach to personality development; Pandit Deendayal Upadhyaya approach to Integral humanism	12
III	Goup and Team Behavior Groups and Work Teams: Concept: Five Stage model of group development; Groupthink and shift; Indian perspective on group norms, Group; Teams, Theoretical Frameworks and models of Teams, Types of teams; Creating team players from individual building. Individual & Group conflict; e-teams; Managing Virtual teams; Managing teams in the Gig economy; Managing Diverse Teams; Diversity, Equity & Inclusion; Organizational Justice, types of organizational justice; employee engagement	14
IV	Leadership & Power Leadership: Concept; Trait theories; Behavioral theories (Ohio and Michigan studies); Contingency theories, Authentic leadership; Mentoring, self-leadership; Inspirational Approaches (transformational, charismatic	12

V	Nurturant Task Leader; Servant Leadership, Comparison of Indian leadership styles with other countries. Bases of Power; Elements of organization Culture; Leadership & organizational culture; Cultural differences in Leadership	12
References	Suggested Books (Latest Edition): 1. Robbins, Stephen - Organizational Behavior Prentice Hall of India Ltd., New Delhi. 2. Luthans F. Organizational Behavior: An Evidence-Based Approach McGraw Hil Publishers Co. Ltd., New Delhi 3. Rao, VSP-Organization Behavior –Himalaya Publishing House. 4. Aswathappa.K.- Organizational Behavior–Himalaya Publishing House, Mumbai, 18th Edition. References: 5. Upadyaya D (2016) Integral humanism: An analysis of some basic elements. Prabhat Prakashan, Delhi	
Course Outcomes		
CO1	<ul style="list-style-type: none"> Understand individual and group behavior in organizational settings. 	
CO2	<ul style="list-style-type: none"> Apply theoretical knowledge of human behavior in human life setting in management. 	
CO3	<ul style="list-style-type: none"> Evaluate the lacunae in the system to be able to improve the organization health and other OB outcomes 	
CO4	<ul style="list-style-type: none"> Create a more productive system and high-performance work culture operating on the principles of OB 	
CO5	<ul style="list-style-type: none"> Apply modern HRD strategies such as competency mapping, coaching, mentoring, and e-learning in real-life workplace settings. 	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	3	2	2	2	2	2	2	2	2
CO2	2	2	2	2	2	2	2	2	2
CO3	2	3	3	3	2	3	3	3	2
CO4	2	3	3	3	2	3	3	3	3
CO5	2	2	3	2	3	3	3	3	2
Avg	2.2	2.4	2.6	2.4	2.2	2.6	2.6	2.6	2.2

BUSINESS ANALYTICS SPECIALISATION

Course Code & Title	24RMUD4135: Business Analytics using R/Python	
Programme	B.B.A. (Honours with Research)	Semester-VII
Cognitive Level	Credit:4	Hours: 4/per week
Cognitive Level	K-1	• Explain R programming concepts, data structures, and syntax.
	K-2	• Use R programming for data manipulation, decision-making, and visualization.
	K-3	• Interpret and evaluate data representations, statistical outputs, and graphical trends.
Course Objectives	• Understand the fundamentals of R programming	
	• Develop proficiency in handling different data types	
	• Apply control structures such as loops	
	• Perform data manipulation	
	• Generate graphical representations of data using bar charts	
Units	Contents	No. of Hours
I	Introduction: Features of R – How to install and run R – Comments in R – Reserved words – Identifiers – Constants – Variables – Operators (Arithmetic, Relational, Logical, Assignment, Miscellaneous Operators) – Operator Precedence – Strings. Basic Data Types (Numeric, Integer, Complex, Logical, Character)	12
II	Creating, combining vectors – Accessing Vector Elements – Modifying Vectors – Deleting Vectors- Vector arithmetic and Recycling – Vector Element Sorting – Reading Vectors – Creating Lists Accessing List elements – Updating List Elements –Merging Lists – List to Vector conversion – Creating matrices – Accessing Matrix Elements – Matrix Arithmetic – Matrix Manipulation – Matrix Operations.	12
III	Arrays, Factors and Data Frames Creating Arrays – Accessing Array Elements – Array Element Manipulation – Array Arithmetic – Creating factors – Accessing Factor Components – Modifying factors – Creating Data Frames – Accessing Data Frames Components – Modifying Data Frames Aggregating Data – Sorting Data – Merging Data – Reshaping data – Sub-setting data – Data Type Conversion	12
IV	Flow Control & Functions Decision making (using if statement - if...else statement - Nested If...Else statement - if else function - Switch statement) – Loops (for loop – while Loop – repeat Loop) – Loop Control statements – break statement – next statement – Function definition and Function Calling – Function without arguments – Built-in functions (Mathematical functions – Character functions – statistical functions – date and time functions – other functions – Recursive function)	12
V	Charts & Graphs Bar charts (Plotting bars vertically and horizontally – Plotting categorical data – Grouped bar chart – Stacked bar chart) – Histogram (Simple histogram – Histogram with labels, breaks and density lines) – Line graphs (Simple line graph & Graphs with Multiple lines) – Pie charts (Simple and 3D pie charts)	12

References	<p>Suggested Books:</p> <ol style="list-style-type: none"> 6. Jose, J. (2018). <i>Beginner's guide for data analysis using R programming</i>. Khanna Publishing House. 7. Teetor, P. (2011). <i>R cookbook</i>. O'Reilly Media. 8. Golemund, G., & Wickham, H. (2017). <i>R for data science: Import, tidy, transform, visualize, and model data</i>. O'Reilly Media. 9. Hodeghatta, U. R., & Nayak, U. (2017). <i>Practical business analytics using R and Python</i>. Apress. 10. Golemund, G. (2014). <i>Hands-on programming with R: Write your own functions and simulations</i>. O'Reilly Media. <p>Reference Books:</p> <ol style="list-style-type: none"> 6. James, G., Witten, D., Hastie, T., & Tibshirani, R. (2013). <i>An introduction to statistical learning: With applications in R</i>. Springer. 7. Venables, W. N., & Ripley, B. D. (2002). <i>Modern applied statistics with S</i> (4th ed.). Springer. 8. Lander, J. P. (2017). <i>R for everyone: Advanced analytics and graphics</i> (2nd ed.). Addison-Wesley. 9. Adler, J. (2012). <i>R in a nutshell: A desktop quick reference</i>. O'Reilly Media. 10. Peng, R. D. (2019). <i>R programming for data science</i>. Leanpub.
Course Outcomes	
CO1	<ul style="list-style-type: none"> • Demonstrate a clear understanding of R programming concepts and syntax.
CO2	<ul style="list-style-type: none"> • Apply R data structures such as vectors, matrices, and data frames for efficient data handling.
CO3	<ul style="list-style-type: none"> • Use control flow mechanisms and functions to optimize data analysis workflows.
CO4	<ul style="list-style-type: none"> • Implement data visualization techniques to interpret and present data effectively.
CO5	<ul style="list-style-type: none"> • Develop data-driven insights through statistical and graphical analysis using R.

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	3	2	2	2	2	3	2	2	1
CO2	2	2	3	2	2	3	3	2	2
CO3	2	2	3	2	3	3	3	2	2
CO4	2	2	2	2	2	2	2	3	2
CO5	2	2	3	3	3	3	3	3	3
Avg	2.2	2	2.6	2.2	2.4	2.8	2.6	2.4	2

INTERNATIONAL BUSINESS SPECIALISATION

Course Code & Title	24RMUD4136: International Trade Policy & Strategy	
Programme	B.B.A. (Honours with Research)	Semester- VII
	Credit:4	Hours: 4 per week
Cognitive Level	K1	• Remembrance of the Statistics and logic concepts
	K2	• Analyse the different types of statistics tools to understand their specific uses.
	K3	• Learn the steps involved in preparing a balance sheet effectively.
Course Objectives	• Understand the Fundamentals of International Trade – Learn key concepts, trade theories, and the role of trade in global economic development.	
	• Analyze Trade Policies and Regulations – Study national and international trade policies, tariffs, quotas, trade agreements, and their economic impact.	
	• Examine Global Trade Organizations and Agreements – Understand the role of WTO, IMF, World Bank, and regional trade agreements like NAFTA, ASEAN, and EU.	
	• Develop Strategic Trade Policies for Business Growth – Learn how businesses formulate trade strategies to enter and compete in global markets.	
	• Assess the Impact of Trade Barriers and Economic Policies – Analyze protectionism, free trade, trade wars, and their effects on international trade.	
Units	Content	No. of Hours
I	Introduction India's foreign trade, Direction and composition of India's exports and imports, need for and significance of foreign trade policy, Preamble and legal framework of foreign trade policy, Various definitions, Government objectives under Foreign Trade Policy,	10
II	Import Policies Structure of Import Policy, Instruments of Import Policy- Import Substitution, Import restrictions- Types of Licensing – OGL, Canalized, Replenishment, Automatic; Advance and Additional License; Holding of License, Third party, Exim scripts, Conditions of license, Negative List. Tariff - Types of Tariffs	12
III	Export Promotion Policies Export led growth and Export support growth, Review of Export Promotion Policies since 1991, Export Promotion Schemes (MEIS), EPCG scheme, Duty drawback scheme, DE passbook scheme, Deemed exports, Current Foreign Trade Policy.	14
IV	Regulatory and Institutional Set-up FEMA, Export Promotion Councils, Commodity Boards, Development Authority (APEDA, MPEDA), Export Houses, Export Processing Zone (EPZ), Foreign Trade Zone (FTZ	12
V	Electronics Hardware Technology Parks (EHTP), Software Technology Parks (STP), Special Economic Zone (SEZ), Agri Export Zone (AEZ), 100% Export Oriented Unit (E.O.U).	12
References	Textbooks (Latest Edition): 1. Export Management, Himalaya Publishing House, Divya Singh and Amit Gautam 2. Foreign Trade Policy, Ministry of Commerce, Govt. of India	

	<p>3. Handbook of Procedures, Directorate General of Foreign Trade, Govt. of India</p> <p>4. Economic Survey, Ministry of Finance, Govt. of India</p> <p>5. Foreign Trade Policy and Handbook of Procedures (Vol I and II), Commercial Law Publishers, S C Jain, Shweta Jain and Abhishek Jain</p>	
Course Outcomes		
CO1	<ul style="list-style-type: none"> • Understand Key Concepts of International Trade – Explain trade theories, global trade dynamics, and their impact on economic growth. 	
CO2	<ul style="list-style-type: none"> • Analyze Trade Policies and Regulatory Frameworks – Evaluate the role of governments, WTO, regional trade agreements, and regulatory bodies in shaping international trade. 	
CO3	<ul style="list-style-type: none"> • Develop Strategic Trade Policies for Global Business – Apply trade strategies such as export promotion, foreign direct investment (FDI), and market entry planning. 	
CO4	<ul style="list-style-type: none"> • Assess the Impact of Trade Barriers and Agreements – Examine the effects of tariffs, quotas, trade wars, and free trade agreements on international markets 	
CO5	<ul style="list-style-type: none"> • Apply Trade Analytics and Market Research for Decision-Making – Use trade data, economic indicators, and digital tools to formulate trade policies and business strategies. 	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	2	2	2	2	3	2	2	2
CO2	2	2	3	3	2	3	3	3	2
CO3	2	3	3	2	3	3	3	3	3
CO4	2	2	3	2	2	3	3	3	2
CO5	3	2	3	2	3	3	3	3	2
Avg	2.2	2.2	2.8	2.2	2.4	3	2.8	2.8	2.2

SUPPLY CHAIN MANAGEMENT SPECIALISATION

Course Code & Title	24RMUD4137: Inventory Management	
Programme	B.B.A. (Honours with Research)	Semester- VII
	Credit:4	Hours: 4 per week
Cognitive Level	K1	<ul style="list-style-type: none"> Define inventory management and its importance in supply chain operations.
	K2	<ul style="list-style-type: none"> Apply inventory classification techniques (FIFO, LIFO, JIT) in real-world scenarios.
	K3	<ul style="list-style-type: none"> Evaluate inventory optimization strategies to balance cost and service levels.
Course Objectives	<ul style="list-style-type: none"> Understand the Fundamentals of Inventory Management – Learn key concepts, functions, and significance in supply chain operations. Classify Different Types of Inventories – Identify and manage raw materials, work-in-progress (WIP), finished goods, and safety stock. Apply Inventory Control Techniques – Utilize methods like Economic Order Quantity (EOQ), ABC Analysis, FIFO, LIFO, and Just-in-Time (JIT). Analyze Demand Forecasting and Inventory Planning – Study techniques for predicting demand and maintaining optimal stock levels. Implement Technology in Inventory Management – Explore the role of bar-coding, RFID, AI, and cloud-based inventory systems. 	
Units	Content	No. of Hours
I	Introduction to Inventory and Materials Management: Concepts and Issues, Types of inventories, Inventory costs and their measurement, Structure of inventory models, Importance and areas of materials management.	10
II	Inventory Problems and Selective Inventory Management: Classification of inventory problems, Importance-based classification of inventory, selective inventory management techniques and their use, Numerical problems.	12
III	Static Inventory Problems under Risk: General characteristics, Opportunity cost matrix and cost structure, Mathematical formulations (discrete and continuous cases), Imputation of costs, Numerical problems	14
IV	Dynamic Inventory Problems under Certainty: General characteristics, Fixed Order Size System (EOQ and its variants), Economic Production Quantity (EPQ), Fixed order interval system, Inventory problem formulation and solution under Constraints, Numerical problems.	12
V	Dynamic Inventory Problems under Risk: General characteristics, Types of inventory control systems with known stock-out costs and service levels, Approximate and exact methods for safety stock determination, Numerical problems.	12
References	<ol style="list-style-type: none"> Starr, M K and Miller, D W, Inventory Control: Theory and Practice, Prentice Hall. Tersine, R J, Principles of Inventory and Materials Management, PTR Prentice Hall. 	

	3. Silver, E A, Pyke, D F and Peterson, R, Inventory Management and Production Planning and Scheduling, John Wiley	
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Course Outcomes	
CO1	<ul style="list-style-type: none"> • Understand the Principles of Inventory Management – Explain the role, functions, and significance of inventory in supply chain operations.
CO2	<ul style="list-style-type: none"> • Classify and Manage Different Types of Inventories – Identify and effectively control raw materials, work-in-progress (WIP), and finished goods.
CO3	<ul style="list-style-type: none"> • Apply Inventory Control Techniques – Implement EOQ, ABC Analysis, FIFO, LIFO, JIT, and other inventory management strategies.
CO4	<ul style="list-style-type: none"> • Analyze Demand Forecasting for Inventory Optimization – Use forecasting models to maintain optimal stock levels and reduce costs.
CO5	<ul style="list-style-type: none"> • Leverage Technology in Inventory Management – Utilize RFID, bar-coding, and AI-based systems for real-time inventory tracking and automation.

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	2	2	2	2	3	2	2	2
CO2	2	2	3	2	2	3	3	2	2
CO3	2	2	3	3	3	3	3	3	2
CO4	3	2	3	2	3	3	3	2	2
CO5	3	2	2	2	3	3	3	2	2
Avg	2.4	2	2.6	2.2	2.6	3	2.8	2.2	2

DISCIPLINE SPECIFIC ELECTIVES – VI

FINANCE SPECIALISATION

Course Code & Title	24RMUD4138: Investment Analysis and Port Folio Management	
Programme	B.B.A. (Honours with Research)	Semester- VII
	Credit:4	Hours: 4 per week
Cognitive Level	K1	• Remembrance of the Statistics and logic concepts
	K2	• Analyse the different types of statistics tools to understand their specific uses.
	K3	• Learn the steps involved in preparing a balance sheet effectively.
Course Objectives	• Understand the unique challenges in managing the financial activities of a global corporation	
	• Understand the structure, functioning and importance of Foreign Exchange Markets .	
	• Understand the factors determining and impacting foreign exchange rates	
	• Appreciate the challenges of global fund raising, global portfolio investing and financing international subsidiaries	
Units	Content	No. of Hours
I	Introduction to International Financial Management Domestic vs International Financial Management, Multinational Corporations, Exchange Rate, International Trade, Theory of Comparative Costs, Hecksher-Ohlin Theory, Free Trade V/s Protection, Barriers to Foreign Trade	10
II	Exchange Rate Determinants Fixed rate, Floating Rate, Managed Rate, Factors affecting Exchange rates; Theories of Purchasing Power Parity Theory, Demand and Supply, Fisher Effect, Interest rate parity; Role of Central banks in managing exchange rate; Exchange rate shocks – devaluation and economic crisis	12
III	Foreign Exchange Market Defining Foreign Exchange Market, Participants, Structure, Spot and Forward rates, Foreign Exchange Quotations, Cross Rates, Inverse rates, Arbitrage	14
IV	International Investments Raising capital across the globe, GDRs, ADRs, Dollar Debt, Masala Bonds International Portfolio Investments, Diversification benefits, Global Macroeconomic risks International Capital Investments, Global CAPM, Subsidiary financing Exchange rate and Geopolitical shocks	12
V	Tariff and Non-Tariff Barriers; Meaning of BOP, Importance of BOP, Components of BOP, Foreign Exchange Reserves, Surplus and Deficit BOP, Disequilibrium and Adjustments, Accounting Principles in BOP.	12
References	Textbooks (Latest Editions) 1. Eun, C., Resnick, B., Chuluun, T., “International Financial Management”, McGraw Hill 2. Apte, P.G. Kapshe, S., “International Financial Management,” McGraw Hill. 3. Seth, A.K.,” International Financial Management,” Galgotia Publications, New Delhi 4. Gautam A., Jaiswal T., Keshari A., “International Financial Management”, PHI	
Course Outcomes		
CO1	• Appreciate the complexities of managing finance for a global corporation	
CO2	• Understand the basics of exchange rates and foreign exchange markets	
CO3	• Appreciate the linkages between macroeconomic factors and exchange rates	

CO4	<ul style="list-style-type: none"> Understand the issues related to global fund raising, global portfolio investing and financing international subsidiaries
CO5	<ul style="list-style-type: none"> Assess the impact of risk and return trade-offs on investment decisions.

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	2	3	2	2	3	3	2	2
CO2	2	1	3	2	2	3	2	2	1
CO3	2	1	3	2	2	3	2	2	1
CO4	2	2	3	2	3	3	3	2	2
CO5	2	2	3	2	3	3	3	2	2
Avg	2	1.6	3	2	2.4	3	2.6	2	1.6

MARKETING SPECIALISATION

Course Code & Title	24RMUD4139: Marketing of Services	
Programme	B.B.A. (Honours with Research)	Semester- VII
	Credit:4	Hours: 4 per week
Cognitive Level	K1	• Remembrance of the Statistics and logic concepts
	K2	• Analyse the different types of statistics tools to understand their specific uses.
	K3	• Learn the steps involved in preparing a balance sheet effectively.
Course Objectives	• Understand the Fundamentals of Service Marketing – Learn key concepts, characteristics, and differences between product and service marketing.	
	• Analyze Consumer Behavior in the Service Industry – Study customer expectations, perceptions, and decision-making processes in service consumption.	
	• Develop Effective Service Marketing Strategies – Apply the 7Ps of service marketing (Product, Price, Place, Promotion, People, Process, Physical Evidence) for business growth.	
	• Examine Service Quality and Customer Satisfaction – Understand service quality models (SERVQUAL) and techniques for enhancing customer experience	
	• Implement Relationship Marketing and Customer Retention Strategies – Explore loyalty programs, CRM, and personalized marketing approaches.	
Units	Content	No. of Hours
I	Understanding Services, Service Consumers and Managing Services Quality Difference between goods and services marketing; Challenges of Services Marketing; Role of internal and interactive marketing in services; Services Marketing Myopia, Expanded Services Marketing mix; Levels of service expectations; Factors influencing Consumers' perception of service; Different types of Service Quality; Determinants of Service Quality; Gap Model of Service Quality; Servqual instrument to measure service quality; Service quality research.	10
II	Service as Product, Service Delivery Process and Service Pricing Distinction between core, facilitating, and support services; Different levels of customer participations in the creation of service and the strategies to enhance the customer participation in service production and delivery; Service blueprinting and its benefits; Customer Service standards; Strategies to manage fluctuations of demand in the creation and delivery of services; Service delivery intermediaries; Setting up Service prices- costs, perceived value and competition; Revenue Management in specific service industries; Pricing concepts- price bundling, captive pricing, two-part pricing, loss-leadership pricing and result-based pricing; Price competition challenges.	12
III	Service Communication, Branding, Physical Evidence in Service Challenges in designing communication programme for services; Service communication problems; Strategies for matching service promises with delivery; Services advertising; Role of promotion in marketing of services; Services cape, the roles played by the services cape, and its effects; Environmental dimensions of services cape; High-contact and Low-contact; Approaches for understanding services cape effects.	14

IV	Service Failures, Recovery Strategies, Managing People and Customer Relationships Service failures; strategies and tactics of service recovery in the event of a service failure; service guarantee and its role in promoting and achieving service quality; customer feedback system; human resource strategies for customer-oriented service delivery;	12
V	Internal marketing in delivering the promise made to customers (through external marketing); interactive marketing (managing the moments of truth); guideline for people in service organizations; service oriented organizational structure; customer loyalty; customer lifetime value; customer equity; framework for building customer loyalty.	12
References	Suggested Books (Latest Edition): 1. Services Marketing: V Zeithaml, Gremler, Bitner and Ajay Pandit, 7 th Edition TMH,2018 2. Services Marketing: Jochen Wirtz, Christopher H. Lovelock & Jayanta Chatterjee 9th Edition; Published by World Scientific, 2023. 3. Service Management: Operations, Strategy, Information Technology, Sanjeev Bordoloi, James Fitzsimmons and Mona Fitzsimmons 10th Edition ISBN10: 1264098359 ISBN13: 9781264098354 © 2023 4. 4. Services Marketing: Concepts, Strategies & Cases K. Douglas Hoffman John E.G. Bateson ISBN: 9789386858771 Edition: 5th © Year: 2017.	
Course Outcomes		
CO1	<ul style="list-style-type: none"> Understand the Concept of Services and intangible products 	
CO2	<ul style="list-style-type: none"> Discuss the relevance of the services Industry to Industry 	
CO3	<ul style="list-style-type: none"> Examine the characteristics of the services industry 	
CO4	<ul style="list-style-type: none"> Analyse the role and relevance of Quality in Services 5. Visualize future changes in the Services Industry 	
CO5	<ul style="list-style-type: none"> Implement Relationship Marketing and Customer Retention Techniques – Apply CRM, loyalty programs, and personalization to enhance customer engagement. 	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	1	2	2	1	2	2
CO2	2	2	2	1	2	2	2	2	2
CO3	2	1	2	2	2	2	2	2	2
CO4	2	2	3	2	2	3	3	3	2
CO5	3	2	3	2	3	3	3	3	3
Avg	2.2	1.6	2.4	1.6	2.2	2.4	2.2	2.4	2.2

HUMAN RESOURCE MANAGEMENT SPECIALISTION

Course Code & Title	24RMUD4140: Negotiation Skills	
Programme	B.B.A. (Honours with Research)	Semester- VII
	Credit:4	Hours: 4 per week
Cognitive Level	K1	• Remembrance of the Statistics and logic concepts
	K2	• Analyse the different types of statistics tools to understand their specific uses.
	K3	• Learn the steps involved in preparing a balance sheet effectively.
Course Objectives	• To understand the negotiation process	
	• To sensitize students to the psychology of negotiations	
	• Understand the win-win negotiation skills	
	• Learn about the biases in psychology which influence Negotiation process	
Units	Content	No. of Hours
I	Negotiation Booster Primer, covering BATNA, ZOPA Ego-tiation is the New Negotiation; Prime Yourself for Success; Manage Perception to Win Negotiation; The Three-Dimensional (3D) Perception Model; Impression Management	10
II	Attribution Trap; On Profiling: Strategy How to Impact Behavior: The Feel–Think–Act Trio; Listening: The Ego Whisperer; Two-Dimensional Listening - Creating a Bond: Gender and Negotiations; Impact of Culture on Negotiation; Virtual Negotiation;	12
III	Psychology and Neuroscience of Negotiations: When Rationality fails- Biases of the mind; When rationality fails Biases of the Heart; Negotiating rationality in an Irrational World. ***Neuroscience of Negotiations.	14
IV	Negotiating in the real world’s Blind spots and Negotiations; Confronting Lies and Deception; Recognizing and resolving ethical dilemmas; Negotiating from a position of weakness; When Negotiations get ugly; When not to negotiate	12
V	Negotiation Booster Sealer, Case 1 The Redline Documents Power Struggle; Case 2 What Lies Beneath the Iceberg Tip; Case 3 Labels are a Self-Fulfilling Prophecy; Case 4 Do Not Split the Cake, Bake a Larger One; Case 5 There is Always an Alternative ‘Case 6 Communicate to Win	12
References	Suggested Books (Latest Edition): 1 <ol style="list-style-type: none"> 1. Negotiation Booster the Ultimate Self-Empowerment Guide to High Guide to High-Impact Negotiations, Prof. Dr. Kasia Jagodzinski, 2021, Business expert Press. a. E-book available 2. Psychology Today, 30th Jan 2024, Christopher Willard Psy.D. The Neuroscience of Negotiation An introduction to leveraging neuroscience to communicate more effectively. 3. Winning Negotiations that preserve Relationships, Harvard Business School Press 4. Negotiating with Winning Words Dialogue and Skills to Help You Come Out Ahead in Any Business Negotiation Michael Schatzki, 2018, Business expert Press. 	

Course Outcomes	
CO1	<ul style="list-style-type: none"> Analyse the tactics to use when negotiating
CO2	<ul style="list-style-type: none"> Describe the various biases of Negotiations.
CO3	<ul style="list-style-type: none"> Understand the basic neuroscience of negotiation to create a win win situation.
CO4	<ul style="list-style-type: none"> Apply the knowledge of negotiations in personal and professional space.
CO5	<ul style="list-style-type: none"> Able to communicate to win using negotiation skills

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	3	3	2	2	2	2	2	3
CO2	2	2	2	2	2	2	1	2	2
CO3	2	2	3	2	2	3	2	2	2
CO4	3	3	3	3	3	3	3	3	3
CO5	3	3	2	2	3	2	2	2	3
Avg	2.4	2.6	2.6	2.2	2.4	2.4	2	2.2	2.6

BUSINESS ANALYTICS SPECIALISTION

Course Code & Title	24RMUD4141: HR Analytics	
Programme	B.B.A. (Honours with Research)	Semester- VII
	Credit:4	Hours: 4 per week
Cognitive Level	K1	<ul style="list-style-type: none"> • Remembrance of the Statistics and logic concepts
	K2	<ul style="list-style-type: none"> • Analyse the different types of statistics tools to understand their specific uses.
	K3	<ul style="list-style-type: none"> • Learn the steps involved in preparing a balance sheet effectively.
Course Objectives	<ul style="list-style-type: none"> • Understand the Fundamentals of HR Analytics – Learn key concepts, importance, and role of data-driven decision-making in human resource management. • Explore HR Metrics and Key Performance Indicators (KPIs) – Identify essential HR metrics such as employee turnover, engagement, productivity, and retention rates. • Apply Data-Driven Decision-Making in HR – Utilize analytics to improve recruitment, performance management, compensation, and workforce planning. • Leverage Technology and HR Analytics Tools – Understand the use of AI, machine learning, dashboards, and HR software for people analytics. • Analyze Workforce Trends and Predictive Analytics – Study workforce planning models, talent forecasting, and succession planning strategies. 	
Units	Content	No. of Hours
I	Evolution and rise of HR Analytics, Application of HR metrics: HR operations metrics, recruitment metrics, training and development metrics, to measure, monitor and take corrective actions so as to conduct the HR function and operations efficiently.	10
II	Descriptive analytics, HR dashboards using any software, slicing and Dicing of HR data with pivot table application	12
III	HR analytics application of correlation and regression, understanding variants of T test, one way and two-way ANOVA, interpretation and understanding of different statistical tools and techniques, classification problem using logistic regression.	14
IV	HR Analytics applied to absenteeism, HR operations efficiency, job classification, employee attrition, training and development, Decision tree and clustering algorithms.	12
V	Future Trends and Strategic Implementation-Emerging Trends in HR Analytics – Explore emerging HR analytics trends including AI, machine learning, and predictive tools. Understand DEI analytics, strategic workforce planning, ethical data use, and GDPR. Examine real-world applications, challenges, and future career opportunities in HR analytics..	12
References	<p>Suggested Books (Latest Edition):</p> <ol style="list-style-type: none"> 1. Practical Applications of HR Analytics, by Manish Gupta Pratyush Banerjee, Jatin Pandey, Sage (Text book). 2. HR Analytics : Connecting Data and Theory by Rama Shankar Yadav and Sunil Maheshwari , Wiley(Text Book) 3. HR Analytics Essentials You Always Wanted To Know (Self-Learning 	

	Management Series) Dr. Michael Walsh, Vibrant Publishers. 4. Doing Hr Analytics: A Practitioner's Handbook With R Examples by Mr. Sundmark, Lyndon . 5.HR Analytics, 2ed: Understanding Theories and Applications by Dipak Kumar Bhattacharyya, Wiley	
Course Outcomes		
CO1	<ul style="list-style-type: none"> Students will understand the importance of using data and analytics and the HR metrics leading to data-driven decision-making.. 	
CO2	<ul style="list-style-type: none"> Students will enhance their analytical skills to collect, analyze, interpret, and visualize HR data using statistical and analytical tools 	
CO3	<ul style="list-style-type: none"> Students will apply analytics techniques to address real-world HR challenges and problems. 	
CO4	<ul style="list-style-type: none"> Students will familiarize themselves with key HR metrics, performance indicators, and benchmarks used to assess and measure HR outcomes and effectiveness 	
CO5	<ul style="list-style-type: none"> Implement key HR metrics and KPIs to evaluate recruitment, retention, and training effectiveness. 	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	2	2	2	2	2	2	2	2
CO2	3	2	3	2	3	3	3	2	2
CO3	2	2	3	2	3	3	3	2	2
CO4	2	2	2	2	2	3	3	3	2
CO5	3	3	2	3	3	3	3	3	3
Avg	2.4	2.2	2.4	2.2	2.6	2.8	2.8	2.4	2.2

INTERNATIONAL BUSINESS SPECIALISATION

Course Code & Title	24RMUD4142: Transactional and Cross-Cultural Marketing	
Programme	B.B.A. (Honours with Research)	Semester- VII
	Credit:4	Hours: 4 per week
Cognitive Level	K1 • Remembrance of the Statistics and logic concepts K2 • Analyse the different types of statistics tools to understand their specific uses. K3 • Learn the steps involved in preparing a balance sheet effectively.	
Course Objectives	<ul style="list-style-type: none"> • Understand the Fundamentals of Transactional and Cross-Cultural Marketing – Learn key concepts, principles, and differences between transactional and relationship-based marketing. • Analyze Consumer Behavior in Diverse Markets – Study how cultural, social, and psychological factors influence purchasing decisions across different regions. • Explore Cross-Cultural Marketing Strategies – Develop marketing approaches tailored to diverse cultural backgrounds, traditions, and values. • Apply Transactional Marketing Techniques – Implement short-term, sales-driven marketing strategies focused on customer acquisition and revenue generation • Leverage Digital and Global Marketing Trends – Understand the impact of globalization, social media, and digital transformation on cross-cultural marketing. 	
Units	Content	No. of Hours
I	Introduction to Transnational Marketing: Evolution of Transnational marketing strategies; Importance of cultural sensitivity in transnational marketing; Cultural dimensions and their impact on consumer behavior; Cultural differences in attitudes, values, and perceptions; Hofstede's cultural dimensions theory and its relevance to marketing	10
II	Transnational Branding and Identity: Building a Transnational brand identity across diverse cultural contexts; Strategies for developing culturally relevant brand messaging; Case studies of successful Transnational brands and their branding strategies; Integrated marketing communication (IMC) in Transnational campaigns; Adapting advertising messages and promotional tactics for different cultural audiences; Leveraging digital and social media platforms for transnational marketing	12
III	Transnational Marketing Strategies and Implementation Product, Price Distribution: Product standardization vs. localization in international markets; Strategies for adapting products to meet cultural preferences and regulatory requirements; International Product Pricing; Balancing Transnational consistency with local relevance; Transnational distribution channels and logistics considerations; Cross-border e-commerce trends and strategies	14
IV	Ethical and Social Responsibility in Transnational Marketing and Emerging Trends: Ethical dilemmas and cultural considerations in Transnational marketing practices, Corporate social responsibility (CSR) initiatives in cross-cultural contexts; Responsible marketing practices for diverse cultural audiences; Technological advancements and their impact on	12

	Transnational marketing strategies; Future directions of transnational marketing.	
V	Case studies: Students will carry out case studies on the above 4 units' topics.	12
References	<p>Suggested Books (Latest Editions):</p> <ol style="list-style-type: none"> 1. Global Marketing Management, Wiley, Masaaki Kotabe and Kristiaan Helsen 2. Global Marketing, 10th edition, Pearson, Mark C. Green; Simpson College; Warren, J. Keegan 3. International Marketing, 19th Edition, McGraw Hill, Philip R. Cateora, Bruce Money, Mary C Gilly, John Graham <p>Research Papers:</p> <ol style="list-style-type: none"> 1. Steenkamp, J.-B. E. M., & Batra, R. (2015). Transnational Marketing and Cultural Adaptation: Strategies for Success. Journal of International Marketing, 23(4), 73-96. DOI: 10.1509/jim.15.0008. 2. Usunier, J.-C., & Lee, J. A. (2013). Cross-Cultural Brand Management: Strategies for Success. Journal of International Business Studies, 44(3), 375-396. DOI: 10.1057/jibs.2013.23. 3. Kumar, V., & Roberts, J. A. (2014). Global Marketing Strategy: Product Standardization vs. Adaptation. Journal of International Marketing, 22(1), 28-43. DOI: 10.1509/jim.14.0004. 	
Course Outcomes		
CO1	<ul style="list-style-type: none"> Understand and explain the evolution of Transnational marketing strategies and the importance of cultural sensitivity in transnational marketing. 	
CO2	<ul style="list-style-type: none"> Analyze the impact of cultural dimensions on consumer behavior and marketing strategies, including the application of Hofstede's cultural dimensions theory. 	
CO3	<ul style="list-style-type: none"> Develop Transnational branding strategies that resonate with diverse cultural audiences, leveraging integrated marketing communication (IMC) and digital platforms. 	
CO4	<ul style="list-style-type: none"> Design and Implement transnational marketing campaigns that effectively adapt advertising messages and promotional tactics to different cultural audiences. 	
CO5	<ul style="list-style-type: none"> Apply cross-cultural branding and positioning techniques to enhance global market reach. 	

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	3	2	2	1	2	2
CO2	2	2	3	3	2	3	2	2	2
CO3	3	2	3	3	3	3	3	2	3
CO4	3	2	3	2	3	3	3	3	3
CO5	2	2	3	3	2	3	2	2	3
Avg	2.4	1.8	2.8	2.8	2.4	2.8	2.2	2.2	2.6

SUPPLY CHAIN MANAGEMENT SPECIALISATION

Course Code & Title	24RMUD4143: Supply Chain Analytics	
Pro-gramme	B.B.A. (Honours with Research)	Semester-VII
	Credit:4	Hours: 4/per week
Cognitive Level	K-1	<ul style="list-style-type: none"> Explain supply chain analytics concepts, methodologies, and tools.
	K-2	<ul style="list-style-type: none"> Use data analytics techniques to optimize inventory, logistics, and supply chain operations.
	K-3	<ul style="list-style-type: none"> Interpret analytical results to make informed supply chain management decisions.
Course Objectives	<ul style="list-style-type: none"> Understand the fundamental concepts of supply chain analytics and their role in decision-making. 	
	<ul style="list-style-type: none"> Apply data-driven techniques and analytical tools to optimize supply chain performance. 	
	<ul style="list-style-type: none"> Utilize predictive analytics and machine learning models to forecast demand and inventory requirements. 	
	<ul style="list-style-type: none"> Implement optimization and simulation techniques for logistics and transportation planning. 	
	<ul style="list-style-type: none"> Evaluate and interpret supply chain analytics insights to enhance business strategies and efficiency. 	
Units	Contents	No. of Hours
I	Introduction to Supply Chain Analytics: Definition and Importance of Supply Chain Analytics Types of Analytics: Descriptive, Predictive, and Prescriptive Analytics Role of Big Data, IoT, and AI in Supply Chain Analytics Key Performance Indicators (KPIs) in Supply Chain Management	12
II	Data-Driven Decision Making in Supply Chains Data Collection and Data Cleaning Techniques Demand Forecasting Using Time Series Analysis Inventory Optimization Models Risk Analysis and Mitigation in Supply Chains	12
III	Logistics and Transportation Analytics Optimization of Transportation Networks Route Planning and Last-Mile Delivery Analytics Simulation Techniques in Logistics Warehouse Analytics and Storage Optimization	12
IV	Supply Chain Performance Measurement and Improvement Supply Chain Scorecards and Dashboards Benchmarking and Performance Metrics Lean and Six Sigma in Supply Chain Optimization Case Studies in Supply Chain Analytics	12
V	Emerging Trends in Supply Chain Analytics Block chain in Supply Chain Management Artificial Intelligence and Machine Learning in Supply Chain Analytics Sustainability and Green Supply Chain Analytics Future of Supply Chain Analytics: Digital Twins and Automation	12

References	<p>Suggested Books:</p> <ol style="list-style-type: none"> 1. Chopra, S., & Meindl, P. (2021). <i>Supply chain management: Strategy, planning, and operation</i> (8th ed.). Pearson. 2. Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2021). <i>Designing and managing the supply chain: Concepts, strategies, and case studies</i> (4th ed.). McGraw-Hill Education. 3. Choi, T. M., Wallace, S. W., & Wang, Y. (2018). <i>The Oxford handbook of supply chain management</i>. Oxford University Press. 4. Waller, M. A., & Fawcett, S. E. (2013). <i>Data science, predictive analytics, and big data: A revolution that will transform supply chain design and management</i>. Pearson FT Press. 5. Monczka, R., Handfield, R., Giunipero, L., & Patterson, J. (2021). <i>Purchasing and supply chain management</i> (7th ed.). Cengage Learning. <p>Reference Books:</p> <ol style="list-style-type: none"> 1. Brindley, C. (2017). <i>Supply chain risk</i>. Routledge. 2. Stadtler, H., Kilger, C., & Meyr, H. (2015). <i>Supply chain management and advanced planning: Concepts, models, software, and case studies</i> (5th ed.). Springer. 3. Ross, D. F. (2015). <i>Introduction to supply chain management technologies</i> (2nd ed.). CRC Press. 4. Jacobs, F. R., & Chase, R. B. (2020). <i>Operations and supply chain management</i> (16th ed.). McGraw-Hill Education. 5. Hugos, M. H. (2018). <i>Essentials of supply chain management</i> (4th ed.). Wiley.
	Course Outcomes
CO1	<ul style="list-style-type: none"> • Explain key supply chain analytics concepts and their impact on supply chain efficiency.
CO2	<ul style="list-style-type: none"> • Use analytical tools to collect, clean, and analyze supply chain data for strategic decision-making.
CO3	<ul style="list-style-type: none"> • Apply predictive analytics techniques to demand forecasting and risk management.
CO4	<ul style="list-style-type: none"> • Optimize logistics and transportation planning using simulation and mathematical modeling.
CO5	<ul style="list-style-type: none"> • Develop data-driven strategies to improve supply chain performance and sustainability.

Mapping of COs with POs and PSOs									
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	1	2	2	2	2	1	2	2
CO2	3	1	3	2	3	3	2	2	2
CO3	2	2	3	3	3	3	2	2	2
CO4	3	2	3	3	3	3	3	2	2
CO5	2	2	3	3	3	3	3	2	3
Avg	2.4	1.6	2.8	2.6	2.8	2.8	2.2	2	2.2

B.B.A. (HONOURS WITH RESEARCH)
SEMESTER – VIII

24RMUC4278: DISSERTATION (for research track) *

Credit: 20

Every student has to submit a dissertation in the eight semesters. The activities for dissertation will be:

- Identification of the problem
- Review of Literature
- Identifying the research gap
- Finalization of Research Design
- Finalising the topic of research
- Construction of data collection Tools
- Data Collection
- Data Analysis
- Report writing and submission
- Managerial/practical implication

At the end of the VIII Semester, students have to submit a dissertation which will be evaluated individually and jointly by an external examiner and the internal supervisor, under intimation to the Controller of Examinations.

Marks Distribution Evaluation of Report (Guide/Supervisor - Internal)	:	150
Evaluation of Report (External Member)	:	150
Evaluation of Performance through Viva-Voce (Joint)	:	100

Total Marks	:	400

Note: * Finance/Marketing/Human Resources/Business Analytics/International Business/Supply Chain Management.
