KERALA UNIVERSITY OF FISHERIES AND OCEAN STUDIES (KUFOS)

FACULTY OF FISHERIES MANAGEMENT

DEPARTMENT OF BUSINESS ADMINISTRATION AND MANAGEMENT

Regulations and Curriculum including Detailed Syllabus and Examination Regulations for the Four Year Undergraduate Programme in Bachelor of Business Administration BBA / BBA (HONOURS) / BBA (HONOURS WITH RESEARCH)
(Applicable for admissions from the Academic Year 2026–27 onwards)

(Prepared in alignment with NEP 2020, UGC CCFUGP, AICTE Model Curriculum for BBA, existing KUFOS Regulations, and Academic Council requirements)

RESOLUTION

Resolved that the following Regulations, Curriculum Framework, Credit Structure, Examination Regulations, and Academic Guidelines for the Four-Year Undergraduate Programme in Bachelor of Business Administration (BBA / BBA Honours / BBA Honours with Research) under the Faculty of Fisheries Management, Kerala University of Fisheries and Ocean Studies (KUFOS), be approved and implemented with effect from the Academic Year 2026–27 subject to the provisions of the KUFOS Act, Statutes, Ordinances, and Regulations in force from time to time.

PART I

GENERAL REGULATIONS

1. PREAMBLE

The Four-Year Undergraduate Programme (FYUGP) in Bachelor of Business Administration [BBA / BBA (Honours) / BBA (Honours with Research)] offered by the Faculty of Fisheries Management, Kerala University of Fisheries and Ocean Studies (KUFOS), is designed in alignment with the National Education Policy (NEP) 2020, UGC Curriculum and Credit Framework for Undergraduate Programmes (CCFUGP), AICTE Model Curriculum for BBA (2024), and relevant regulations and guidelines issued by the Government of Kerala, Kerala State Higher Education Council (KSHEC), University Grants Commission (UGC), and AICTE from time to time.

The programme adopts an Outcome Based Education (OBE) framework integrated with the Choice Based Credit System (CBCS), multidisciplinary learning, skill orientation, experiential learning, entrepreneurship development, sustainability orientation, research exposure, and digital competency.

The programme aims to produce competent, ethical, innovative, socially responsible, and globally oriented management professionals capable of addressing contemporary business, industrial, entrepreneurial, maritime, blue economy, and societal challenges.

2. TITLE AND SCOPE

2.1 These Regulations shall be called the "Regulations for the Four-Year Undergraduate Programme in Bachelor of Business Administration (BBA / BBA Honours / BBA Honours with Research)" under the Faculty of Fisheries Management, Kerala University of Fisheries and Ocean Studies (KUFOS).

2.2 These Regulations shall apply to all students admitted to the BBA Programme from the Academic Year 2026–27 onwards.

2.3 These Regulations shall have prospective effect.

2.4 The University reserves the right to amend, modify, revise, repeal, or introduce any provisions in these Regulations in accordance with academic, statutory, policy, industry, and regulatory requirements.

3. DEFINITIONS

Unless otherwise specified, the following terms shall have the meanings assigned herein:

3.1 Academic Bank of Credits (ABC): A digital academic repository established by the Government of India for credit accumulation, transfer, redemption, and mobility.

3.2 Ability Enhancement Courses (AEC): Courses aimed at developing language proficiency, communication, and foundational academic abilities.

3.3 Board of Studies (BoS): The academic body constituted by the University for curriculum design, revision, and academic governance.

3.4 Choice Based Credit System (CBCS): A flexible academic system enabling students to choose courses and earn credits.

3.5 Continuous Internal Assessment (CIA): Internal assessment based on tests, assignments, presentations, participation, attendance, practical work, and related academic activities.

3.6 Course Outcome (CO): A measurable statement specifying the competencies and skills students are expected to acquire upon completion of a course.

3.7 Credit: A unit representing the quantum of academic work completed by a student.

3.8 Discipline Specific Core (DSC): Core courses forming the foundational discipline-specific component of the programme.

3.9 Discipline Specific Elective (DSE): Elective courses offered within a specific discipline or specialization.

3.10 End Semester Examination (ESE): The examination conducted by the University at the end of each semester.

3.11 Graduate Attributes (GA): The qualities, competencies, values, and capabilities expected from graduates of the programme.

3.12 Honours: A four-year undergraduate degree with advanced disciplinary specialization.

3.13 Honours with Research: A four-year undergraduate degree with a substantial research component.

3.14 Internship: Structured experiential learning undertaken in industry, organization, institution, startup, or field setting.

3.15 Major Project / Dissertation: An independent applied or research-oriented academic work carried out by students under faculty supervision.

3.16 Multi-Disciplinary Course (MDC): A course offered from disciplines other than the major discipline.

3.17 Outcome Based Education (OBE): An educational framework focused on attainment of clearly defined learning outcomes.

3.18 Programme Educational Objectives (PEOs): Broad statements describing expected graduate accomplishments within a few years after graduation.

3.19 Programme Outcomes (POs): Statements describing the competencies expected from students at the time of graduation.

3.20 Programme Specific Outcomes (PSOs): Statements describing discipline-specific abilities and competencies.

3.21 Skill Enhancement Courses (SEC): Courses intended to develop practical, employability, vocational, technical, and entrepreneurial skills.

3.22 Value Added Courses (VAC): Courses aimed at developing ethics, values, personality, employability, and social responsibility.

4. OUTCOME BASED EDUCATION FRAMEWORK

The BBA programme shall follow the Outcome Based Education (OBE) approach wherein curriculum design, teaching-learning process, pedagogy, assessment, evaluation, and academic governance shall be aligned to measurable learning outcomes.

The programme shall integrate:

- Programme Educational Objectives (PEOs)
- Programme Outcomes (POs)
- Programme Specific Outcomes (PSOs)
- Course Outcomes (COs)
- Graduate Attributes (GAs)
- Continuous Quality Improvement (CQI)

5. PROGRAMME OBJECTIVES

The programme aims to:

1. Provide foundational and advanced knowledge in business administration and management.

2. Develop analytical, managerial, entrepreneurial, leadership, and decision-making competencies.
3. Foster innovation, sustainability orientation, digital competency, and ethical business practices.
4. Promote interdisciplinary learning and industry engagement.
5. Build research aptitude and problem-solving abilities.
6. Develop socially responsible and globally competent professionals.
7. Equip students for higher studies, entrepreneurship, research, and professional careers.

6. PROGRAMME EDUCATIONAL OBJECTIVES (PEOs)

Graduates of the BBA programme are expected to:

PEO1: Demonstrate managerial and entrepreneurial competence in diverse organizational environments.

PEO2: Apply analytical, digital, communication, and leadership skills in business and societal contexts.

PEO3: Exhibit ethical, socially responsible, environmentally sustainable, and value-based managerial behavior.

PEO4: Pursue successful careers, higher studies, entrepreneurship, innovation, and lifelong learning.

PEO5: Contribute effectively to industry, business, blue economy, maritime trade, startups, and public institutions.

7. PROGRAMME OUTCOMES (POs)

Upon successful completion of the programme, graduates shall be able to:

PO1: Apply knowledge of management theories and business principles in organizational settings.

PO2: Analyze business problems using quantitative and qualitative techniques.

PO3: Demonstrate critical thinking, problem-solving, and decision-making abilities.

PO4: Communicate effectively in professional and multicultural environments.

PO5: Exhibit leadership, teamwork, and interpersonal competencies.

PO6: Apply entrepreneurship and innovation skills in business contexts.

PO7: Use digital technologies, analytics tools, and ICT platforms effectively.

PO8: Demonstrate ethical, socially responsible, inclusive, and sustainable managerial behavior.

PO9: Integrate multidisciplinary perspectives in business decision-making.

PO10: Engage in research, inquiry, lifelong learning, and professional development.

8. PROGRAMME SPECIFIC OUTCOMES (PSOs)

PSO1: Apply managerial knowledge and functional expertise in Finance, Marketing, Human Resource Management, Operations, Logistics, Maritime Trade, and related business domains.

PSO2: Demonstrate entrepreneurial capabilities, innovation orientation, and startup management competencies relevant to emerging business ecosystems.

PSO3: Analyze business data, market environments, and organizational problems using modern digital technologies, business analytics, AI tools, ERP systems, and quantitative techniques.

PSO4: Integrate sustainability, ethics, governance, legal awareness, ESG principles, and social responsibility into managerial and organizational decision-making.

PSO5: Develop professional, strategic, communication, and leadership competencies relevant to blue economy, logistics, maritime trade, global business, and emerging business sectors.

PSO6: Undertake research-oriented, experiential, and industry-oriented projects to address real-world business challenges through analytical and evidence-based approaches.

9. GRADUATE ATTRIBUTES (GAs)

Graduates of the programme shall exhibit:

- Managerial competence
- Leadership and teamwork
- Communication skills
- Ethical orientation
- Research aptitude
- Entrepreneurial mindset
- Innovation and creativity
- Digital literacy

- Sustainability orientation
- Social responsibility
- Lifelong learning orientation
- Global and multidisciplinary outlook

10. ELIGIBILITY FOR ADMISSION

10.1 Candidates who have passed the Higher Secondary Examination of the State Board of Kerala or any examination recognized as equivalent thereto by KUFOS, with minimum marks of 55 percent or equivalent grade shall be eligible for admission.

Relaxation in eligibility criteria shall be applicable to SC/ST/OBC/EWS/PwD and other eligible categories as per Government and University norms.

Admission to the programme shall be made in accordance with the norms prescribed by KUFOS, Government of Kerala, KSHEC, UGC, and other competent authorities.

10.2 Reservation of seats shall be governed by the rules and regulations of the Government of Kerala and KUFOS as amended from time to time.

10.3 Admission of candidates under sports quota, cultural quota, differently abled category, EWS category, community reservation, and other approved categories shall be governed by University norms.

10.4 Foreign, NRI, and international student admissions may be permitted subject to University regulations.

10A. MEDIUM OF INSTRUCTION

The medium of instruction and examination shall ordinarily be English, except in the case of language courses offered as part of the curriculum, unless otherwise specified by the University

10B. ACADEMIC CALENDAR

The University shall publish an Academic Calendar specifying commencement of classes, internal examinations, semester examinations, vacation, registration schedule, and other academic activities.

10C. WORKING DAYS

Each semester shall ordinarily consist of not less than 90 instructional working days excluding examination days.

10D. COURSE CODING SYSTEM

The Department shall adopt a standardized course coding system approved by the Board of Studies and Academic Council.

10E. CREDIT TRANSFER AND MOBILITY

The University may permit inter-institutional credit transfer, online course credit transfer, SWAYAM/NPTEL credit transfer, and multidisciplinary mobility subject to equivalence and approval by competent academic bodies.

10F. INDUSTRY LINKAGE AND EXPERIENTIAL LEARNING

The programme shall integrate industry exposure, field immersion, industrial visits, consultancy projects, startup incubation, business simulations, blue economy exposure, and experiential learning components.

10G. STUDENT SUPPORT SYSTEM

The Department shall provide mentoring, counseling, placement support, entrepreneurship guidance, research support, and career development assistance to students.

10H. DIGITAL LEARNING AND LMS

The programme may adopt Learning Management Systems (LMS), blended learning, flipped classroom, digital pedagogy, virtual simulations, and online academic resources.

10I. QUALITY ASSURANCE

The Department shall implement continuous quality assurance mechanisms including stakeholder feedback, curriculum review, outcome attainment analysis, academic audit, and industry consultation.

11. DURATION OF THE PROGRAMME

11.1 The programme shall extend over:

- Three Years (Six Semesters) for BBA Degree
- Four Years (Eight Semesters) for BBA Honours
- Four Years (Eight Semesters) for BBA Honours with Research

11.2 Each semester shall ordinarily consist of 90 working days excluding examination days.

11.3 The maximum duration permitted for completion of the programme shall be:

- Six years for Three-Year BBA
- Eight years for Four-Year BBA Honours / Honours with Research

12. MULTIPLE ENTRY AND EXIT OPTIONS

The programme shall provide multiple entry and exit options as follows

Students exiting the programme shall be awarded:

- BBA Degree after successful completion of three years
- BBA (Honours) after successful completion of four years
- BBA (Honours with Research) after successful completion of four years with research component

Discontinuation and re-entry shall be permitted subject to University regulations.

13. CREDIT FRAMEWORK

13.1 The programme shall follow the Choice Based Credit System (CBCS).

13.2 Credit definition:

- One hour of Lecture (L) per week = 1 credit
- Two hours of Tutorial/Practical/Field Work per week = 1 credit

13.3 Credit requirements:

Programme	Minimum Credits
BBA	136
BBA (Honours)	180
BBA (Honours with Research)	180

13.4 The University may revise the credit structure from time to time in accordance with statutory requirements.

14. COURSE CATEGORIES

The curriculum shall include:

- Discipline Specific Core (DSC)
- Discipline Specific Electives (DSE)
- Ability Enhancement Courses (AEC)
- Skill Enhancement Courses (SEC)
- Value Added Courses (VAC)
- Multi-Disciplinary Courses (MDC)
- Open Elective Courses (OEC)

- Internship / Field Work
- Project / Dissertation / Research

15. SPECIALISATIONS

The following specialisations may be offered subject to minimum enrolment and University approval:

- Financial Management
- Marketing Management
- Human Resource Management
- Business Analytics and FinTech
- Logistics and Supply Chain Management
- Blue Economy and Maritime Trade

A student shall be eligible for specialization only upon successful completion of prescribed DSE credits in the concerned specialization area.

16. COURSE REGISTRATION

Every student shall register for courses at the commencement of each semester within the stipulated period.

Registration shall be done with the advice and approval of the Faculty Advisor.

Late registration, add/drop, withdrawal, and cancellation of registration shall be governed by University norms.

17. FACULTY ADVISOR SYSTEM

Each student shall be assigned a Faculty Advisor for academic guidance, mentoring, counseling, monitoring of progress, and career support.

18. STUDENT INDUCTION PROGRAMME

A Student Induction Programme (SIP) shall be conducted at the commencement of the programme.

The programme shall include:

- Universal Human Values
- Academic Orientation
- Communication and Soft Skills
- Digital Skills

- Wellness and Physical Activities
- Institutional Orientation
- Industry Interaction

19. TEACHING-LEARNING PROCESS

The programme shall adopt learner-centric and experiential pedagogies including:

- Case studies
- Simulation exercises
- Role plays
- Group discussions
- Debates
- Business games
- Seminars
- Presentations
- Industry projects
- Live assignments
- Field visits
- Digital learning
- Blended learning
- MOOCs and SWAYAM courses

20. INTERNSHIP AND EXPERIENTIAL LEARNING REGULATIONS

20.1 Internship shall be mandatory.

20.2 Students shall complete:

- One internship in industry/business organization
- One functional/domain-specific internship

20.3 Internship duration, credits, and evaluation shall be prescribed by the Board of Studies.

20.4 Students shall maintain internship diary/logbook and submit internship report.

20.5 Evaluation shall be based on:

- Internship performance
- Report
- Presentation
- Viva voce
- Industry mentor feedback

20.6 The University may permit internships in:

- Industry
- MSMEs
- Startups
- NGOs
- Government agencies
- Cooperatives
- Maritime and blue economy sectors
- Fisheries enterprises
- Logistics organizations

21. RESEARCH TRACK REGULATIONS

21.1 Students opting for BBA (Honours with Research) shall:

- Secure minimum 75% marks or equivalent CGPA up to Semester VI
- Complete Advanced Research Methodology course in Semester VII
- Undertake research dissertation/project carrying prescribed credits Semester VIII

21.2 Research work shall be carried out under approved faculty supervisors.

21.3 Students shall submit:

- Research proposal
- Periodic progress reports
- Dissertation
- Plagiarism compliance certificate

21.4 Dissertation evaluation shall include:

- Internal evaluation
- External evaluation
- Viva voce examination

21.5 Research ethics and plagiarism norms prescribed by UGC/KUFOS shall apply.

22. ATTENDANCE REGULATIONS

22.1 A minimum of 75% attendance shall be mandatory in each course.

22.2 Students with shortage of attendance shall not be permitted to appear for End Semester Examination.

22.3 Students with shortage of attendance may apply for condonation as per University norms.

22.4 Students representing University, State, or National level academic/sports/cultural activities may be granted attendance benefit as per University norms.

23. ASSESSMENT AND EVALUATION

23.1 Evaluation shall consist of:

- Continuous Internal Assessment (CIA) – 50%
- End Semester Examination (ESE) – 50%

23.2 Internal Assessment components may include:

- Minimum Two Tests
- Minimum Two Assignments (outcome-oriented)
- Presentations
- Fieldwork
- Attendance and Class Participation
- Mini project

23.3 The evaluation system shall follow Outcome Based Assessment principles.

24. EXAMINATION REGULATIONS

24.1 The University shall conduct End Semester Examinations (ESE) for all theory, practical, internship, project, and dissertation components as prescribed.

24.2 The Controller of Examinations shall notify examination schedules, registration procedures, and related guidelines.

24.3 Students having the prescribed attendance and course registration alone shall be eligible to appear for examinations.

24.4 The pattern of examination shall ordinarily consist of:

- Continuous Internal Assessment (CIA)
- End Semester Examination (ESE)
- Practical/Project/Internship/Dissertation evaluation wherever applicable

24.5 The ratio of CIA and ESE shall ordinarily be 50:50 unless otherwise approved by the Academic Council.

24.6 Internal assessment may include:

• Tests
• Two Assignments (outcome-oriented) • Presentations – 5 marks
• Attendance
• Class Participation

24.7 The End Semester Examination question paper shall be prepared following Outcome Based Assessment principles and Bloom's Taxonomy.

24.8 There shall be moderation, scrutiny, and evaluation mechanisms as prescribed by the University.

24.9 Minimum pass requirements:

- Minimum 40% aggregate marks in a course
- Minimum marks prescribed separately for CIA and ESE wherever applicable

24.10 A student failing in a course shall be permitted to reappear for the examination subject to University rules.

24.11 Supplementary examinations may be conducted as per University regulations.

24.12 Improvement examination:

Students may be permitted to improve marks in theory courses subject to University norms.

24.13 Revaluation and scrutiny:

Students may apply for scrutiny, photocopy, and revaluation of answer scripts within the prescribed time and fee structure subject to University norms.

24.14 Malpractice:

Cases of examination malpractice shall be dealt with under the University Examination Manual and disciplinary regulations.

24.15 Withholding of results:

Results may be withheld in cases involving shortage of attendance, malpractice, disciplinary action, fee dues, or other statutory reasons.

24.16 Classification of Degree:

The classification of degree shall be based on CGPA obtained at the completion of the programme.

24.17 Award of Rank:

Ranks and medals shall be awarded subject to fulfillment of prescribed conditions including completion of programme in the first appearance within the minimum duration.

24.18 Grace Marks:

Grace marks for sports, NCC, NSS, arts, and other approved activities shall be governed by University regulations.

24.19 Conversion of CGPA into percentage, transcript format, and issue of consolidated mark list shall be governed by University norms.

24.20 Examination reforms and digital evaluation systems may be introduced by the University from time to time.

24A. CONTINUOUS INTERNAL ASSESSMENT SCHEME

The Department shall notify detailed internal assessment distribution for each course with approval of the Board of Studies.

A typical internal assessment pattern may include:

Component	Weightage
Internal Test I	12.5
Internal Test II	12.5
Assignment / Case Study	10
Seminar / Presentation	05
Attendance	05
Participation	05

The exact distribution may vary depending on course nature.

24B. PROJECT, INTERNSHIP AND DISSERTATION EVALUATION

Evaluation shall include:

- Internal evaluation by faculty guide (25%)
- External evaluation (25%)
- Report evaluation (20%)
- Presentation (10%)
- Viva voce (10%)
- Industry feedback wherever applicable (10%)

In case of Industry feedback is not applicable, that component will also be evaluated by Internal faculty guide.

24C. SGPA AND CGPA COMPUTATION

Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA) shall be computed in accordance with the credit-weighted grade point system prescribed by the University.

24D. ACADEMIC PROGRESSION RULES

Students shall earn the prescribed minimum credits for successful completion of the programme.

Students with backlog courses shall be governed by progression rules approved by the Academic Council.

24E. READMISSION AND REJOINING

Students discontinuing the programme due to valid reasons may seek readmission/rejoining subject to University regulations and availability of curriculum equivalence.

25. PROMOTION AND PROGRESSION

Promotion to subsequent semesters shall be based on credit accumulation and fulfillment of attendance requirements.

Students with backlog courses shall be permitted to continue subject to University norms.

26. CLASSIFICATION OF DEGREE

Classification shall be based on CGPA as prescribed by University regulations.

Ranks and medals shall be awarded subject to fulfillment of eligibility conditions prescribed by the University.

27. ACADEMIC BANK OF CREDITS (ABC)

The programme shall adopt Academic Bank of Credits (ABC) framework.

Credits earned through approved institutions, SWAYAM, NPTEL, MOOCs, and recognized academic platforms may be considered for transfer subject to University regulations.

28. DISCIPLINE, ETHICS, AND ANTI-RAGGING

Students shall maintain discipline and ethical conduct within and outside the campus.

Ragging in any form is strictly prohibited and punishable under applicable laws and University regulations.

Cases of misconduct, indiscipline, harassment, malpractice, or unethical behavior shall be dealt with according to University rules.

29. GRIEVANCE REDRESSAL

The University shall provide mechanisms for redressal of academic, examination, gender, and student grievances through appropriate committees constituted by the University.

30. BOARD OF STUDIES

The programme shall be governed by the Board of Studies in Management Studies constituted by the University.

The Board shall consist of:

- Dean – Chairperson
- Heads of Departments
- Subject Experts
- Industry Representatives
- Academic Experts
- Alumni Representative

The Board shall be responsible for curriculum development, revision, academic quality assurance, and policy recommendations.

31. POWER TO REMOVE DIFFICULTIES

In matters not specifically covered by these Regulations, the decision of the Vice Chancellor shall be final and binding.

PART II

SCHEME AND CREDIT DISTRIBUTION

Table 1 : Bachelor of Business Administration – Subject Count

Course Category	Sem 1	Sem 2	Sem 3	Sem 4	Sem 5	Sem 6	Total
Core Paper	3	3	3	4	3	3	19
AEC	2	2	-	-	-	-	4
VAC	1	1	1	-	-	-	3
SEC	-	1	2	1	-	-	4
MDC	1	-	1	1	1	-	4
Internship	-	-	-	1	-	1	2
DSE	-	-	-	-	2	2	4
Total	7	7	7	7	6	6	40

Table 2 : Bachelor of Business Administration (136 Credits)

Course Category	Sem 1	Sem 2	Sem 3	Sem 4	Sem 5	Sem 6	Total
Core Paper	12	12	12	16	12	12	76
AEC	6	6	-	-	-	-	12
VAC	2	2	2	-	-	-	6
SEC	-	3	6	3	-	-	12
MDC	2	-	2	2	2	-	8
Internship	-	-	-	2	-	4	6
DSE	-	-	-	-	8	8	16
Total	22	23	22	23	22	24	136

Table 3 : BBA (Honours)– Subject Count

Course Category	Sem 1	Sem 2	Sem 3	Sem 4	Sem 5	Sem 6	Sem 7	Sem 8	Total
Core Paper	3	3	3	4	3	3	3	-	22
AEC	2	2	-	-	-	-	-	-	4
VAC	1	1	1	-	-	-	-	-	3
SEC	-	1	2	1	-	-	-	-	4
MDC	1	-	1	1	1	-	-	-	4

OEC	-	-	-	-	-	-	1	-	1
Internship	-	-	-	1	-	1	-	-	2
DSE	-	-	-	-	2	2	2	3	9
Project	-	-	-	-	-	-	-	1	1
Total	7	7	7	7	6	6	6	4	50

Table 4: BBA (Honours) - 180 credits

Course Category	**Sem 1**	**Sem 2**	**Sem 3**	**Sem 4**	**Sem 5**	**Sem 6**	**Sem 7**	**Sem 8**	**Total**
Core Paper	12	12	12	16	12	12	12	-	88
AEC	6	6	-	-	-	-	-	-	12
VAC	2	2	2	-	-	-	-	-	6
SEC	-	3	6	3	-	-	-	-	12
MDC	2	-	2	2	2	-	-	-	8
OEC	-	-	-	-	-	-	4	-	4
Internship	-	-	-	2	-	4	-	-	6
DSE	-	-	-	-	8	8	8	12	36
Project	-	-	-	-	-	-	-	8	8
Total	22	23	22	23	22	24	24	20	180

Table 5: BBA (Honours with Research)– Subject Count

Course Category	**Sem 1**	**Sem 2**	**Sem 3**	**Sem 4**	**Sem 5**	**Sem 6**	**Sem 7**	**Sem 8**	**Total**
Core Paper	3	3	3	4	3	3	2	-	21
AEC	2	2	-	-	-	-	-	-	4
VAC	1	1	1	-	-	-	-	-	3
SEC	-	1	2	1	-	-	-	-	4
MDC	1	-	1	1	1	-	-	-	4
OEC	-	-	-	-	-	-	1	-	1
Internship				1	-	1	-	-	2
DSE	-	-	-	-	2	2	2	3	9
Research							1	1	2
Total	7	7	7	7	6	6	6	4	50

Table 6 : BBA(Honours with Research) -180 credits

Course Category	Sem 1	Sem 2	Sem 3	Sem 4	Sem 5	Sem 6	Sem 7	Sem 8	Total
Core Paper	12	12	12	16	12	12	8	-	84
AEC	6	6	-	-	-	-	-	-	12
VAC	2	2	2	-	-	-	-	-	6
SEC	-	3	6	3	-	-	-	-	12
MDC	2	-	2	2	2	-	-	-	8
OEC	-	-	-	-	-	-	4	-	4
Internship	-	-	-	2	-	4	-	-	6
DSE	-	-	-	-	8	8	8	12	36
Research	-	-	-	-	-	-	4	8	12
Total	22	23	22	23	22	24	24	20	180

PART III

DETAILED EXAMINATION REGULATIONS AND ACADEMIC PROCEDURES

1. REGISTRATION FOR EXAMINATION

Students shall register for End Semester Examinations within the stipulated period notified by the University.

2. ELIGIBILITY FOR APPEARING IN EXAMINATION

Students shall satisfy attendance, registration, fee remittance, and other academic requirements.

3. QUESTION PAPER PATTERN

Question papers shall be framed based on Outcome Based Education principles ensuring appropriate distribution of knowledge, analytical, application-oriented, and higher-order thinking questions.

4. VALUATION SYSTEM

The University may adopt centralized valuation, digital valuation, moderation, coding-decoding, and related quality assurance mechanisms.

5. GRIEVANCE REDRESSAL IN EVALUATION

Students may seek scrutiny, revaluation, challenge valuation, or related remedies as per University norms.

6. MALPRACTICE AND DISCIPLINARY ACTION

Cases of copying, impersonation, use of unfair means, misconduct, or violation of examination rules shall attract disciplinary action.

7. PROJECT VIVA VOCE

Project and dissertation evaluation shall include viva voce examination conducted by internal and/or external examiners.

8. INTERNSHIP EVALUATION RUBRIC

Internship evaluation may include attendance, conduct, performance, report, presentation, and mentor feedback.

9. PASSING REQUIREMENTS

A student shall be declared successful only upon securing prescribed minimum credits and pass requirements.

10. TRANSCRIPT AND DEGREE ISSUE

The University shall issue grade card, transcript, provisional certificate, degree certificate, and related documents.

11. ACADEMIC AUDIT

The Department shall periodically conduct academic audit and outcome attainment analysis.

PART IV

INTERNSHIP AND RESEARCH GUIDELINES

The Board of Studies shall prescribe detailed operational guidelines for internship, field work, research dissertation, project work, industrial training, evaluation rubrics, plagiarism norms, ethics compliance, and viva voce procedures.

PART V

OBE IMPLEMENTATION FRAMEWORK

The programme shall implement:

- CO-PO Mapping
- PO Attainment Analysis
- PSO Attainment Analysis
- Graduate Attribute Assessment
- Continuous Quality Improvement Mechanism
- Stakeholder Feedback System
- Curriculum Revision Framework

Approved by:
Faculty Board of Studies in Management Studies
Faculty of Fisheries Management
Kerala University of Fisheries and Ocean Studies (KUFOS)

PART VI

COMPLETE SEMESTER-WISE LIST OF COURSES AND DETAILED SYLLABUS

Semester 1 (21credits)

Code	Course Title	Category	Credits	Hours	
BBAC101	Principles of Management	Core	4	60	Weekly 24 hours
BBAC102	Financial Accounting (P)	Core	4	75	
BBAC103	Business Statistics (P)	Core	4	75	
BBAA101	English - I	AEC	3	45	
BBAA102	Hindi/Malayalam- I	AEC	3	45	
BBAV101	Wellness& Life Skills	VAC	2	30	
BBAM101	Environmental Studies	MDC	2	30	
	Total		22	360	

Semester 2 (22 Credits)

Code	CourseTitle	Category	Credits	Hours	
BBAC201	Organizational Behaviour	Core	4	60	Weekly 24 hours
BBAC202	Marketing Management	Core	4	60	
BBAC203	Business Economics	Core	4	60	
BBAS201	Emerging Technologies and application (P)	SEC	3	60	
BBAV201	Ethics &Human Values	VAC	2	30	
BBAA201	English - II	AEC	3	45	
BBAA202	Hindi/Malayalam - II	AEC	3	45	
	Total		23	360	

Semester 3 (22 Credits)

Code	Course Title	Category	Credits	Hours	
BBAC301	Human Resource Management	Core	4	60	
BBAC30	Financial Management	Core	4	60	

2					Weekly 23 hours
BBAC303	Entrepreneurship and Startup Ecosystem	Core	4	60	
BBAV301	Legal Aspects of Business	VAC	2	30	
BBAS301	Business Communication	SEC	3	45	
BBAS302	Spreadsheet Skills for Business(P)	SEC	3	60	
BBAM301	Disaster Management	MDC	2	30	
	Total		22	345	

Semester 4 (23 Credits)

Code	Course Title	Category	Credits	Hours	
BBAC401	Business Research Methods	Core	4	60	Weekly 23 Hours
BBAC402	Operations Management	Core	4	60	
BBAC403	Business Environment	Core	4	60	
BBAC404	Business Analytics & AI (P)	Core	4	75	
BBAS401	Data Visualisation (P)	SEC	3	60	
BBAM401	Intellectual Property Rights	MDC	2	30	
BBAI401	Organisation Study/ Internship	Internship	2		
	Total		23	345	

Semester 5 (22 Credits)

Code	Course Title	Category	Credits	Hours	
BBAC501	Enterprise Resources Planning	Core	4	60	Weekly 23 Hours
BBAC502	Logistics and Supply Chain Management	Core	4	60	
BBAC503	Optimisation Techniques for Business (P)	Core	4	75	
BBAD501	Specialisation Elective I	DSE	4	60	
BBAD502	Specialisation Elective II	DSE	4	60	
BBAM501	Blue Economy &Business	MDC	2	30	

	Total		22	345	

Semester 6 (24 Credits)

Code	Course Title	Category	Credits	Hours	
BBAC601	International Business	Core	4	60	Weekly 20 Hours
BBAC602	Strategic Management	Core	4	60	
BBAC603	Personal Finance	Core	4	60	
BBAD601	Specialisation Elective III	DSE	4	60	
BBAD602	Specialisation Elective IV	DSE	4	60	
BBAI601	Internship II (2 months, within Kerala)	Internship	4		
	Total		24	300	

BBA (Honours)

Semester 7 (24 Credits)

Code	Course Title	Category	Credits	Hours	
BBAO701	Machine learning/Python programming (P)	Open Elective	4	75	Weekly 25 Hours
BBAC702	Design Thinking & Innovation	Core	4	60	
BBAC703	Sustainability &ESG Management	Core	4	60	
BBAC704	Quick Commerce and Gig Economy	Core	4	60	
BBAD701	Specialisation Elective V	DSE	4	60	
BBAD702	Specialisation Elective VI	DSE	4	60	
	Total		24	375	

Semester 8 (20 Credits)

Code	Course Title	Category	Credits	Hours	
BBAD80	Specialisation Elective VII	DSE	4	60	

1					Weekly 20 Hours
BBAD802	Specialisation Elective VIII	DSE	4	60	
BBAD803	Specialisation Elective IX	DSE	4	60	
BBAP801	Industry oriented Mini Project (outside Kerala)	Project	8	160	
	Total		20	340	

BBA (Honours with Research)

Semester 7 (24 Credits)

Code	Course Title	Category	Credits	Hours	
BBAO701	Machine learning/Python programming (P)	Open Elective	4	75	Weekly 25 Hours
BBAC702	Design Thinking & Innovation	Core	4	60	
BBAC703	Sustainability &ESG Management	Core	4	60	
BBAR701	Advanced Research Methods	Research	4	60	
BBAD701	Specialisation Elective V	DSE	4	60	
BBAD702	Specialisation Elective VI	DSE	4	60	
	Total		24	375	

Semester 8 (20 Credits)

Code	Course Title	Category	Credits	Hours	
BBAD801	Specialisation Elective VII	DSE	4	60	Weekly 20 Hours
BBAD802	Specialisation Elective VIII	DSE	4	60	
BBAD803	Specialisation Elective IX	DSE	4	60	
BBAR801	Dissertation	Research	8	160	
	Total		20	340	

SEMESTER- I

Name of Course	PRINCIPLES OF MANAGEMENT					
TypeofCourse	**Core**					
Course Code	**BBAC101**					
Course Summary&Justification	This course provides an appreciation of need and importance of the profession of management and also in-depth knowledge on the functions of management in an organization. The students will learn the basics of principles and practices of Management which will be essential for success in their career. The course will prepare the managers of tomorrow by introducing the issues they will face in organisations and the systematic ways to address them. The takers will be exposed to a broad frame of workplace along with the inter dynamics so as to arrive at optimum resources and decisions for overall effectiveness.					
Semester	1		Credits		4	
Total Student LearningTime(SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Case based learning Total	44 10 54	-	-	06	6 0
Pre-requisite	NIL Asypertherequirementofthecourse					
Others-Library, field work, seminar and assignment preparations, test, journal, case analysis, Bookreview,Seminars,discussion etc.						

COURSEOUTCOMES(CO)

CO No.	**Expected Course Outcome** *Upon completion of this course, students will be able to;*	Learning Domains	PSO No.
1	Describe the elements of organisations and need for effective management practices	U,A	PSO1, PSO2
2	Evaluate Planning, Directing, Controlling and Co-ordination in organisational context	An, E	PSO1, PSO5
3	Explain the concept of efficiency, effectiveness and analyse how synergy is created	E, An, C	PSO1, PSO3
4	Categorize decisions and explain decision making process	E, S, C	PSO2, PSO5
5	Explain principles and practices of management from	Ap	PSO1, PSO4

	Indian and global perspectives		
6	Practice motivational and leadership tools appropriate in work organisations.	Ap, E, S	PSO5, PSO6
**Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C), Skill (S),Interest (I) and Appreciation (Ap)*			

COURSE CONTENT

	BBAC101- PRINCIPLES OF MANAGEMENT	**Hours**	**CO No.**
Module I	**Introduction to Management**: Meaning, Definition and Nature-Management and Administration-Management: A science or an Art? -Managerial and Organisational Performance- Efficiency and Effectiveness- Levels of Management- Managerial roles - Evolution of Management Thought -Scientific, Classical, Behavioral Schools, Management, Systems and Contingency approaches – Synergy, Globalization and management-Changing nature of business-Cultural pluralism -Teamwork-Innovation, ethics and social responsibility, ,managerial **Functions**	14	1,3,5
Module II	**Planning-** meaning, nature, importance- levels of planning- types of plans- Objectives – setting objectives- Policies– Planning Process-Planning premises- Decision Making- Decision making models –Decision tree-Rational Decision Making –MBO ,MBE ,SWOT Analysis	10	2
Module III	**Organising-**nature-purpose-principles-Organisational Structure –Types- Line and Staff relationship- Departmentation - centralisation vs. decentralization-Span of Management- Promotion; principles in Staffing, Span of control- Delegation-Authority and Responsibility **Staffing-**Meaning, Nature-Manpower Planning-Recruitment –Selection-Placement-Training and Development- Induction and Orientation	14	2, 3
Module IV	**DirectingandControlling** –Meaning-Importance-Principles of Directing Motivation –Motivation theories–motivational techniques- job Satisfaction–job enrichment- Need and process of Controlling –Requirements for effective control- Budget as Control Technique-Information Technology in Controlling-Control Techniques- Control and planning- Types of Control Reporting-Co-ordination Principles in Control and Co-ordination.	12	4

Module V	Conducting SWOT analysis, Identifying CSR/ESG practices	10	5,6

Reference:

1. Heinz Weihrich, Mark V Cannice& Harold Koontz (2019). Management (15th Edition). McGraw Hill Publications
2. Daft, R. L. (2016). The new era of management (11th Edition). Cengage Publications.
3. Prasad, L.M., Principles and practices of management. New Delhi: Sultan Chand & Sons.
4. Stoner, J.F., Freeman, E. R., & Gilbert, D.R. (2013). Management (6th Edition). Pearson Publications

Name of Course	**FINANCIAL ACCOUNTING**			
Type of Course	**Core**			
Course Code	**BBAC102**			
Course Summary &Justification	This course provides foundational knowledge of financial accounting as the language of business for effective financial decision making. It enables students to understand accounting principles, concepts and standards and to develop skills in recording, classifying and summarizing business transactions. The course imparts practical knowledge in the preparation of books of accounts and final accounts of a sole trader with relevant adjustments. It also introduces computerized accounting to equip students with modern accounting tools and techniques used in business organizations. The course is essential for building a strong accounting base required for business management, entrepreneurship and for handling future real-world accounting issues and financial challenges in business.			
Semester	1		Credits	4
Total Student Learning Time(SLT)	Learning Approach	Lecture	Practical	Total Learning Hours
	Authentic learning	40		
	Case based learning	5		
	Total	45	30	75
Pre-requisite	NIL As per the requirement of the course			
Others-Library, field work, seminar and assignment preparations, test, journal, case analysis, Book review ,Seminars , discussion etc.				

COURSE OUTCOMES

CO No.	**Expected Course Outcome** *Upon completion of this course, students will be able to;*	Learning Domains	PSO No.
1	Develop an understanding of the fundamental concepts, principles, and terminology of financial accounting including GAAP and accounting equation.	U, A	PSO1
2	Apply double entry principles to record business transactions in Journal, Ledger and prepare Trial Balance.	Ap,An	PSO1, PSO2
3	Explain the concepts of cash book, bank reconciliation, depreciation and reserves & provisions.	U, Ap	PSO2, PSO3
4	Prepare final accounts of sole trader with simple adjustments like closing stock, outstanding, prepaid and depreciation.	Ap, C	PSO3, PSO5
5	Demonstrate the use of Tally for computerized accounting - company creation, ledger creation and voucher entry.	Ap, An	PSO1, PSO3
6	Generate and analyze accounting reports - Trial Balance, P&L Account, Balance Sheet and Day Book for decision making.	E, S	PSO3, PSO6

COURSE CONTENT

	BBAC102- FINANCIAL ACCOUNTING	**Hours**	**CO No.**
Module I	**Fundamentals of Financial Accounting:** Introduction to Accounting: Meaning, definition, objectives, functions, branches, scope, users and limitations of accounting. Accounting concepts, Principles and Conventions, concept of accounting standards in terms of Indian GAAP, Accounting process, Accounting equation, Basic accounting terms, Types of accounts and rules of debit and credit, double entry system - an overview.	10	1
Module II	**Recording of Business Transactions:** Journal: Meaning, format, rules of journalizing and preparation. Ledger: Meaning, types, posting, balancing and distinction between journal and ledger. Trial Balance: Meaning, objectives and methods of preparation. Cash Book: Features, types - Single and Double Column Cash Book and preparation. Bank Reconciliation Statement: Meaning, need, reasons for difference and preparation.	15	2, 3

Module III	**Depreciation and Provisions:** Depreciation: Meaning, causes, need and significance, methods of depreciation - Straight Line Method and Diminishing Balance Method - merits and demerits and simple accounting treatment. Reserves and Provisions: Meaning, difference between provisions and reserves, types of reserves.	10	3
Module IV	**Final Accounts of Sole Trader:** Final Accounts: Meaning, objectives and importance. Classification of assets and liabilities, Preparation of Trading Account, Profit and Loss Account and Balance Sheet of sole trader with simple adjustments.	10	4, 6
Module V	**Introduction to Computerised Financial Accounting** Introduction to computerized accounting – Manual accounting vs Computerized accounting – Advantages and limitations – Introduction to Tally – Company creation – Creation of ledger – Types of ledger – Voucher types – Recording of business transactions – Cash and bank transactions – Purchase and sales – Generation of Trial Balance, Profit and Loss Account and Balance Sheet – Display of Day Book.	30	5,6

References:

1. Dr. Arulanandan and Raman, Advanced Accountancy, Himalaya Publications, Mumbai.
2. Horngren, C. T., Sundem, G. L., Elliott, J. A., & Philbrick, D. R. (2020). Introduction to financial accounting (12th ed.). New Delhi: Pearson.
3. Charumathi and Vinayagam, Financial Accounting, S. Chand and Sons, New Delhi.
4. Goyal and Tiwari, Financial Accounting, Taxmann Publications, New Delhi.
5. A. K. Nadhani and K. K. Nadhani, Implementing Tally ERP 9 with GST, BPB Publications, New Delhi.
6. Robert N. Anthony, David Hawkins, Kenneth A. Merchant, Accounting: Text and Cases, McGraw-Hill Education, Noida.

Name of Course	BUSINESS STATISTICS
Type of Course	**Core**
Course Code	**BBAC103**
Course Summary & Justification	This course focuses on the application of statistical techniques in real business environments. It equips students with practical skills in data collection, classification, visualization, and analysis for effective managerial decision-making. Emphasis is given to interpreting business data such as sales, pricing, customer preferences, and market

<table>
<tr><td></td><td colspan="5">trends. The course also introduces probability models for risk analysis and analytical techniques like correlation, regression, and time series for business forecasting. Students will develop the ability to use statistical tools and methods to support data-driven business decisions.</td></tr>
<tr><td>Semester</td><td colspan="2">1</td><td colspan="2">Credit</td><td>4</td></tr>
<tr><td rowspan="2">Total Student Learning Time(SLT)</td><td>Learning Approach</td><td>Lecture</td><td>Tutorial</td><td>Practical</td><td>Total Learning Hours</td></tr>
<tr><td>Authentic learning
Case based learning
Total</td><td>40
5
45</td><td></td><td>30</td><td>75</td></tr>
<tr><td>Pre-requisite</td><td colspan="5">NIL</td></tr>
<tr><td colspan="6">Others-Library, field work, Seminar and Assignment preparations, test, journal, case analysis,
Book review,discussion etc.</td></tr>
</table>

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome	Learning Domains	PSO No.
CO1	**Explain the role and application of statistics in business decision-making.**	**U**	**PSO3**
CO2	**Apply methods of data collection, classification, tabulation, and visualization for business analysis.**	**A**	**PSO3**
CO3	**Analyze business data using measures of central tendency, dispersion, and shape.**	**An**	**PSO3, PSO6**
CO4	**Analyze business data using measures of central tendency, dispersion, and shape.**	**E**	**PSO3, PSO5**
CO5	**Analyze relationships and forecast business outcomes using correlation,**	**C**	**PSO3, PSO6**

	regression, and time series techniques, and apply statistical methods in real-world business data analysis projects to generate insights and support decision-making.		
****Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C), Skill (S),Interest (I) and Appreciation (Ap).***			

COURSE CONTENT

	BBAC103- Business Statistics	**Hours**	**CO No.**
Module I	**Business Data Handling & Visualization:** Role of statistics in business decision-making ,Types of business data: sales, financial, customer data ,Sources of data: primary (survey, observation), secondary (reports, websites) ,Methods of data collection for business analysis, Classification and tabulation of business data ,Frequency distribution using real business examples ,Graphical presentation: Bar diagram (product comparison) ,Pie chart (market share) Histogram (sales distribution) ,Frequency polygon and ogive (customer analysis).	16	1,2
Module II	**Statistical measures for Business Decision Making:** Measures of central tendency: mean (average sales), median (income level), mode (popular product),Geometric and harmonic mean (growth rates, financial averages) ,Quartiles, deciles and percentiles (income and market distribution) ,Measures of dispersion: range, quartile deviation, mean deviation, standard deviation, Coefficient of variation (business consistency and risk comparison) ,Skewness and kurtosis (market behavior analysis).	18	3

Module III	**Probability & Business Risk Analysis:** Meaning and concepts of probability in business, Addition and multiplication theorems (business events) ,Conditional probability (customer purchase behavior) ,Bayes' theorem (decision revision based on new information) ,Random variables and expectation (profit/loss estimation) ,Probabilitydistributions-Binomial (success/failure cases) ,Poisson (rare events) ,Normal (sales and revenue distribution) .	16	4
Module IV	**Correlation, Regression & Time Series for Business Forecasting** **Correlation Analysis-**Meaning and types (positive, negative, zero) ,Scatter diagram and interpretation ,Karl Pearson's coefficient of correlation ,Spearman's rank correlation ,Business interpretation of correlation **,Regression Analysis-**Meaning and importance in prediction, Simple linear regression, Interpretation of regression coefficients, Business applications of regression, **Time series components** (trend, seasonal variation) ,Trend measurement- moving averages and least squares, Interpretation of business trends.	18	5

Module V	**Open Ended Module:**
	
	Business Data Analytics Mini Project
	
	• Conduct a market survey (customer preference, pricing, product demand)
	• Data classification and tabulation
	• Graphical representation (bar, pie, histogram)
	• Statistical analysis using statistical packages:
	    o Mean (average spending)
	    o Median (typical customer)
	    o Mode (most demanded product)
	    o Standard deviation (sales variability)
	• Interpretation of results for business decisions
	• Preparation of business report with recommendations
		7	2,3,5

References:

1. Gupta, S. P. (2021). *Statistical Methods*. Sultan Chand & Sons, New Delhi.

2. Gupta, S. C., & Kapoor, V. K. (2020). *Fundamentals of Applied Statistics*. Sultan Chand & Sons, New Delhi.
3. Levin, R. I., Rubin, D. S., Rastogi, S., & Siddiqui, M. H. (2017). *Statistics for Management* (8th ed.). Pearson Education.
4. Anderson, D. R., Sweeney, D. J., Williams, T. A., Camm, J. D., & Cochran, J. J. (2019). *Statistics for Business and Economics* (14th ed.). Cengage Learning.
5. Pillai, R. S. N., & Bagavathi, V. (2016). *Statistics: Theory and Practice*. S. Chand Publishing.
6. Sharma, J. K. (2018). *Business Statistics* (4th ed.). Pearson Education.

<table>
<tr><td colspan="2">Name of Course:</td><td colspan="5">WELLNESS AND LIFESKILLS</td></tr>
<tr><td colspan="2">Type of Course</td><td colspan="5">VALUE ADDED COURSE</td></tr>
<tr><td colspan="2">Course Code</td><td colspan="5">BBAV101</td></tr>
<tr><td colspan="2">Course Summary & Justification:</td><td colspan="5">This course is designed to promote the holistic development of students by equipping them with essential wellness practices and life skills required for academic, professional, and personal success. The course focuses on self-awareness, emotional intelligence, communication skills, resilience, workplace wellness, ethical behaviour, and professional readiness through experiential learning activities.</td></tr>
<tr><td>Semester</td><td>1</td><td colspan="3">Credits</td><td colspan="2">2</td></tr>
<tr><td rowspan="2">Total Student
Learning Time
(SLT)</td><td>Learning Approach</td><td>Lecture</td><td>Tutorial</td><td>Practical</td><td>Others</td><td>Total
Learning
Hours</td></tr>
<tr><td>Authentic learning
Lecture discussions</td><td>18</td><td></td><td>12</td><td></td><td>30</td></tr>
<tr><td colspan="2">Pre-requisite</td><td colspan="5">As per the requirement of the course</td></tr>
<tr><td colspan="7">Others- Library, Computer lab, seminar and assignment, test, discussion. etc.</td></tr>
</table>

COURSE OUTCOMES (CO)

CO No.	**Expected Course Outcome** *Upon completion of this course, students will be able to;*	Learning Domains	PSO No.
1	Demonstrate self-awareness by identifying personal strengths, weaknesses, values, and emotions.	U, A	PSO4
2	Apply wellness practices for maintaining physical, mental, and emotional well-being.	A, S	PSO4
3	Develop interpersonal and communication skills for effective social and academic interaction.	S,A	PSO4, PSO5
4	Integrate life skills in academic, personal, and professional contexts through experiential learning	C,S	PSO4, PSO6
**Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S),Interest (I) and Appreciation (Ap)*			

COURSE CONTENT

	BBAV101- WELLNESS AND LIFESKILLS	**Hours**	**CO No.**
Module I	**Understanding the Self** Concept of self-awareness; identifying strengths/weaknesses; values and belief systems; emotional intelligence; personal SWOT analysis; setting personal and professional goals.	6	1,2
Module II	**Wellness** Dimensions of wellness – physical and mental health awareness – nutrition, hygiene, sleep and healthy lifestyle practices – stress and burnout management – mindfulness, yoga and meditation – time management – resilience and positive thinking – work-life balance.	6	2,3,4

Module III	**Life Skills** Life skills – concept and WHO framework. Self-awareness and self-esteem. Empathy and understanding others. Communication basics. Interpersonal relationships and cooperation. Building positive attitudes and behaviour.	6	1,3,4
Module IV	**Advanced Life Skills** Critical thinking and creative thinking. Problem solving and decision making. Goal setting and achievement. Leadership and motivation. Emotional intelligence and self-management. Application of life skills in academic and professional contexts.	6	1,3
Module V	**Experiential Learning** Activities: wellness journal,ReflectiveLearning,self-awareness exercises, empathy-based activities, stress management practice (yoga/meditation), role plays, group tasks, decision-making simulations, reflective learning, and life skills application exercises in real-life situations.	6	4

Reference:

1. Daniel Goleman – *Emotional Intelligence*
2. Stephen R. Covey – *The 7 Habits of Highly Effective People*
3. WHO – *Life Skills Education Framework*
4. CBSE – *Life Skills Education Manuals*
5. UGC – *Jeevan Kaushal Life Skills Curriculum*
6. Carnegie – *How to Win Friends and Influence People*

Name of Course	**ENVIRONMENTAL STUDIES**

<table>
<tr><td colspan="3">Type of Course</td><td colspan="4">Multi-Disciplinary Course (MDC)</td></tr>
<tr><td colspan="3">Course Code</td><td colspan="4">BBAM101</td></tr>
<tr><td colspan="3">Course Summary & Justification:</td><td colspan="4">This course helps students develop an understanding of environmental fundamentals and their influence on business activities and decision-making.</td></tr>
<tr><td>Semester</td><td colspan="2">1</td><td colspan="2">Credits</td><td colspan="2">2</td></tr>
<tr><td rowspan="2">Total Student
Learning Time
(SLT)</td><td>Learning Approach</td><td>Lecture</td><td>Tutorial</td><td>Practical</td><td>Others</td><td>Total
Learning
Hours</td></tr>
<tr><td>Authentic learning
Lecture discussions</td><td>25</td><td>-</td><td>-</td><td>05</td><td>30</td></tr>
<tr><td colspan="2">Pre-requisite</td><td colspan="5">As per the requirement of the course</td></tr>
<tr><td colspan="7">Others- Library, Computer lab, seminar and assignment, test, discussion. etc.</td></tr>
</table>

COURSE OUTCOMES (CO)

CO No.	**Expected Course Outcome** *Upon completion of this course, students will be able to;*	**Learning Domains**	**PSO No.**
1	Understand the basic concepts of environment, ecology, ecosystems, and biodiversity.	U	PSO4
2	Explain the importance of natural resources and apply appropriate energy management and conservation	An, A	PSO4

	practices.		
3	Identify the causes and effects of environmental degradation and evaluate suitable waste management techniques	An, E, S	PSO4, PSO5
4	Analyze environmental issues such as pollution, climate change, and global warming and their impact on society and business.	An, A, I	PSO4, PSO6
5	Evaluate the principles of sustainable development and green business practices in modern organizations.	E, A, R	PSO4, PSO5
**Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S),Interest (I) and Appreciation (Ap)*			

COURSE CONTENT

	BBAM101- ENVIRONMENTAL STUDIES	**Hours**	**CO No.**
Module I	**Environment and Natural Resources:** Multidisciplinary nature, Scope and Importance of Environment. Components of Environment-Atmosphere, Hydrosphere, Lithosphere, and Biosphere. Brief account of Natural Resources and associated problems: Land Resource, Water Resource, Energy Resource. Concept of Sustainability and Sustainable Development	6	1,2
Module II	**Biome, Ecosystem and Biodiversity:** Major Biomes: Tropical, Temperate, Forest, Grassland, Desert, Tundra, Wetland, Estuarine and Marine. Ecosystem: Structure function and types their Preservation & Restoration. Biodiversity and its conservation practices. Keywords: Biome, Ecosystem, Biodiversity	8	2,3,4

Module III	**Environmental Pollution, Management and Social Issues**: Pollution: Types, Control measures, Management and associated problems. Environmental Law and Legislation: Protection and conservation Acts. International Agreement &Programme. Energy management: Definition, Energy management techniques, Energy audit, carbon credit, Global warming, Climate change.	6	1,3,4
Module IV	**Environment Impact Assessment-** Environment impact studies and assessment, environment management system. Environmental Movements, communication and public awareness programme. National and International organizations related to environment monitoring. Role of information technology in environment and human health.	4	5
Module V	• Plastic-free campus initiative • Prepare a report on local environmental issue • Green marketing strategies of companies • Waste management practices in local areas • Survey on energy usage at home or college	6	4,5

Reference:

1. Poonia, M.P. Environmental Studies, Khanna Book Publishing Co.
2. Bharucha, E. Textbook of Environmental Studies, Orient Blackswan Private Ltd.
3. Dave, D., &Katewa, S. S. Text Book of Environmental Studies. Cengage Learning India Pvt Ltd. Page 39 of 39
4. Rajagopalan, R. Environmental studies: from crisis to cure, Oxford University Press.
5. Miller, G.T. &Spoolman S. Living in the Environment. Cengage.
6. Basu, M., & Xavier Savarimuthu, S. J. Fundamentals of environmental studies. Cambridge University Press.
7. Roy, M. G. Sustainable Development: Environment, Energy and Water Resources.Ane Books.

SEMESTER II

Name of Course	**ORGANISATIONAL BEHAVIOUR**
Type of Course	**CORE**
Course Code	**BBAC201**

Course Summary Justification	This course will cover principles and concepts to understand how individuals interact with each other and their environment in organisational contexts. Students will explore topics such as motivation, perception, personality, leadership, group decision-making, culture, and conflict resolution through a blend of theoretical frameworks and real-world applications.				
Semester	2		Credits	4	
Total Student Learning Time(SLT)	Learning Approach	Lecture	Tutorial	Practical	Total Learning Hours
	Authentic learning Case based learning	50	10	-	60
Pre-requisite	NIL As per the requirement of the course				
Others-Library, field work, seminar and assignment preparations, test, journal, case analysis, Bookreview, Seminars, discussion etc.					

COURSEOUTCOMES(CO)

CO No.	**Expected Course Outcome** ***Upon completion of this course, students will be able to;***	**Learning Domains**	**PSO No.**
CO1	To develop a basic understanding of the concept of organisationalbehaviour	U	PSO1
CO2	Analyze theoretical models of human behaviour and their direct implications on organizational performance.	U, An	PSO1, PSO5
CO3	Examine individual and group dynamics to improve overall organizational effectiveness and synergy.	An, E	PSO5
CO4	Evaluate organizational culture and various leadership styles to facilitate effective team management.	An, E	PSO4, PSO5
**Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap)*			

COURSE CONTENT

Module	**BBAC201- ORGANISATIONAL BEHAVIOUR**	**Hours**	**CO No.**
Module I	**Introduction to Organisational Behaviour** Meaning, importance, evolution and scope, Factors influencing organisational behaviour; Contributing disciplines of OB	10	1

Module II	**Individual Behaviour** Personality, Meaning, Determinants of Personality, Types of personality, Attitude – meaning, components Learning- concept, theories-Perception - concept, perceptual process, factors influencing perception Motivation – Concept, importance; Theories of motivation:	14	2
Module III	**Group & Team Behaviour** Group- Concept, Five Stage model of group development; Groupthink and shift, Teams; Types of teams; Creating team players from individual building; Individual & Group conflict; e-teams	14	3
Module IV	**Leadership and Culture** Leadership in organisations-Leadership styles-Organisational Culture-Organisational Development - interventions- Conflict–Conflict Resolution Strategies, Organizational Power–Sources of Organizational Power, Organizational Policies.	14	4
Module V	Case Study Competitions, Digital Storytelling and Podcast Projects, Reflective Journals and Blogs Role Plays and Simulations, Conflict Resolution Exercises, Team-building Activities, Management Games.	8	2,3,4

Reference:

1. Robbins, Stephen - Organisational Behaviour Prentice Hall of India Ltd., New Delhi.
2. Luthans Fred - Organisational Behaviour: An Evidence-Based Approach McGraw Hil Publishers Co. Ltd., New Delhi.
3. Prasad, L.M-Organisational Theory Behaviour-Sultan Chand &Sons, New Delhi.
4. Rao, VS P-Organisation Behavior –Himalaya Publishing House.
5. Aswathappa, K.-Organisational Behaviour–Himalaya Publishing House, Mumbai,18th Edition

Name of Course:	**MARKETING MANAGEMENT**
Type of Course	Core
Course Code	**BBAC202**
Course Summary & Justification:	• The course enables students to understand the nature, scope and significance of marketing and the marketing management process. • It helps students develop an understanding of the Segmentation, Targeting and Positioning (STP) process in marketing.

			• The course provides insights into consumer buying behaviour and the factors influencing consumer decisions.			
Semester	2		Credits		4	
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Case based learning	44 6	05	-	05	60
Pre-requisite		As per the requirement of the course				
Others- Library, Computer lab, seminar and assignment preparations, test, discussion etc.						

COURSE OUTCOMES (CO)

CO No.	**Expected Course Outcome** *Upon completion of this course, students will be able to;*	Learning Domains	PSO No.
1	Understand the meaning, nature and functions of marketing and different types of markets.	U,E	PSO1
2	Develop basic marketing strategies using STP concepts.	U,C,A,S	PSO1, PSO2
3	Understand product policies and Product Life Cycle stages with suitable strategies.	R, U, An ,E	PSO1, PSO3
4	Differentiate various promotional tools such as advertising, personal selling, publicity, direct marketing and sales promotion.	I,An	PSO2, PSO5
5	Analyse the environment and recommend appropriate Segmentation, Targeting and Positioning Strategy for a Product, to achieve the business goals.	An	PSO3, PSO5

6	Understand the concepts and functions of physical distribution and channels of distribution.	C	PSO2, PSO6
**Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S),Interest (I) and Appreciation (Ap)*			

Course content

	BBAC202-Marketing Management	Hours	CO No.
Module I	Market- Types of Markets, Nature and functions, Marketing, Difference between marketing and selling, selling, Marketing Philosophies or marketing concepts, Core marketing concepts, Marketing Mix, Marketing Environment- Micro and Macro environment, Importance of Marketing in Modern Business Environment, Emerging Trends in Marketing and Digital Marketing	12	1,2,4
Module II	Customer and consumer, Process and determinants of consumer behaviour, Market Segmentation- meaning, bases or methods, Targeting- Target marketing, niche marketing, Positioning,-Positioning strategies, Marketing strategies	12	3
Module III	Product- Types of Products; Product Levels or customer value hierarchy, product policies, Product Life Cycle- meaning, stages and corresponding strategies, New Product Development Process, Pricing Decisions: factors affecting pricing decisions, steps in pricing decisions, types of pricing policies or methods of pricing, Strategies of pricing of new products.	14	5,6
Module IV	Distribution channel- physical distribution and channels of distribution, functions of channel distribution, length or levels of channels, factors considered in selecting channels, Promotion- factors influencing promotion mix, promotion mix or Promotional tools: Advertising, personal selling, publicity, direct marketing and sales promotion	12	5,6
Module V	Identify different types of markets in the local area Prepare a marketing mix (4Ps/7Ps) for a selected product or service	10	1,6

	Case study analysis of successful marketing campaigns Conduct a mini market research study on customer preferences SWOT analysis of a company or brand		

Reference:

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy, MithileswarJha; “Marketing Management – A South Asian Perspective”, Pearson Education India Limited, New Delhi,
2. KS Chandrasekar, “Marketing management-Text and Cases”, Tata McGrawHill-
3. Etzel, M., Walker, B., Stanton, W. and Pandit, A (2009) Marketing Management, Tata McGrawHill, New Delhi
4. Ramaswamy, V.S and Namakumari, S. (2009) Marketing Management: Global Perspective Indian Context, 4th Edition, Macmillan Publishers India Ltd., New Delhi
5. Saxena, Rajan (2009), Marketing Management, Fourth Edition, Tata McGraw Hill Education Pvt.Ltd.New Delhi.
6. Louis E. Boone and David L. Kurtz (2007). Principles of Marketing, 12 th Edition, Cengage Learning.
7. Pride, William, M., and O.C. Ferrell (2010). Marketing Planning, Implementation and Control, Cengage Learning, New Delhi.25
8. R.S.N Pillai and Bagavathi (2017) Marketing Mangement, S. Chand, New Delhi
9. Philip Kotler, Kevin Lane Keller,(2017) “Marketing Management” Pearson Education India Limited, New Delhi,

Name of Course	BUSINESS ECONOMICS			
Type of Course	**Core**			
Course Code	**BBAC203**			
Course Summary & Justification	Business Economics introduces students to the application of economic principles in business decision-making. The course covers key microeconomic concepts such as demand and supply, elasticity, production, cost analysis, and market structures, along with macroeconomic topics including national income, inflation, monetary and fiscal policies. It helps students understand how economic forces influence business operations and market behavior. The course is justified as it develops analytical and problem-solving skills essential for managerial decisions. It enables students to forecast demand, allocate resources efficiently, and respond to economic changes, thereby supporting effective business planning and strategic decision-making in a competitive environment.			
Semester	2	Credits	4	

Total Student Learning Time(SLT)	Learning Approach	Lecture	Tutorial	Others	Total Learning Hours
	Authentic learning Case based learning Total	50	7	3	60
Pre-requisite	NIL As per the requirement of the course				

Others-Library, field work, seminar and assignment preparations, test, journal, case analysis, Book review, Seminars, discussion etc.

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome *Upon completion of this course, students will be able to;*	Learning Domains	PSO No.
1	Describe the basic concepts of Business Economics and explain demand, supply and elasticity in business decision-making	R, U, A	PSO1
2	Explain production and cost concepts and analyse cost-output relationships in business firms	U, An	PSO1, PSO3
3	Evaluate pricing and output decisions under different market structures	An, E	PSO3
4	Explain national income concepts and analyse macroeconomic indicators affecting business activities	U, An	PSO3, PSO5
5	Evaluate the role of monetary and fiscal policies in influencing business decisions and economic stability	An, E	PSO5, PSO6
6	Apply economic reasoning to solve business problems and support managerial decision-making	Ap, E, S	PSO3, PSO6

**Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C), Skill (S),Interest (I) and Appreciation (Ap)*

COURSE CONTENT

	BBAC 203-Business Economics	**Hours**	**CO No.**
Module I	**Foundations of Business Economics** Meaning, Nature and Scope of Business Economics, Relationship between Economics and Business Decision-making, Microeconomics and Macroeconomics – Meaning and Importance, Fundamental Economic Problems – Scarcity and Choice, Basic Concepts: Demand and Supply – Meaning and Determinants, Elasticity of Demand – Meaning, Types and Business Importance	10	1,3,5,6
Module II	**Economics of Production and Costs** Meaning and Factors of Production, Production Function – Short Run and Long Run, Law of Variable Proportions, Returns to Scale – Internal and External Economies, Cost Concepts – Fixed Cost, Variable Cost, Total Cost, Short-run and Long-run Cost Curves, Cost-Output Relationship	10	2
Module III	**Economics of Markets and Pricing** Meaning of Market and Classification, Perfect Competition – Features and Price Determination, Monopoly – Features and Pricing, Monopolistic Competition – Features, Oligopoly – Basic Features, Pricing Methods – Cost-based and Demand-based pricing	14	2, 3
Module IV	**Economic Environment and Market Dynamics** Concepts and measurement of national income; inflation, unemployment and business cycles and their business impact; role of government in economic development; monetary and fiscal policies and role of central bank; impact of economic policies on business decisions; introduction to global business environment; application of economic principles in managerial decision-making.	14	5,6

Module V	**Case Study Analysis** Analysis of a real-life business case using economic concepts such as demand, supply, cost, pricing, or market structure. **Economic Scenario Analysis (News-Based):** Students analyse current economic news or events (e.g., changes in fuel prices, inflation, taxation, or government policies) and discuss their impact on business activities. **Expert Lecture / Seminar Participation:** Attendance in guest lectures, seminars, or workshops related to business or economic issues, followed by submission of a brief report highlighting key economic insights.	12	1-6

Reference:

1. Dominick Salvatore (2020). *Managerial economics: Principles and worldwide applications* (9th ed.). Oxford University Press.
2. Hirschey, M., & Bentzen, E. (2022). *Managerial economics* (15th ed.). Cengage Learning.
3. Pindyck, R. S., & Rubinfeld, D. L. (2018). *Microeconomics* (9th ed.). Pearson Education.
4. Varian, H. R. (2019). *Intermediate microeconomics: A modern approach* (9th ed.). W. W. Norton & Company.
5. Dwivedi, D. N. (2021). *Managerial economics* (9th ed.). Vikas Publishing House Pvt. Ltd.
6. Mehta, P. L. (2019). *Managerial economics: Analysis, problems and cases* (16th ed.). Sultan Chand & Sons.
7. Geetika, Ghosh, P., & Choudhury, P. R. (2020). *Managerial economics* (3rd ed.). McGraw Hill Education (India).
8. Ahuja, H. L. (2022). *Business economics: Microeconomics and macroeconomics*. S. Chand Publishing.
9. Lipsey, R. G., & Chrystal, K. A. (2015). *Economics* (13th ed.). Oxford University Press.
10. Samuelson, P. A., & Nordhaus, W. D. (2019). *Economics* (20th ed.). McGraw Hill Education.
11. Mankiw, N. G. (2021). *Principles of economics* (9th ed.). Cengage Learning.
12. Thomas, C. R., & Maurice, S. C. (2018). *Managerial economics: Foundations of business analysis and strategy* (12th ed.). McGraw Hill Education.
13. Bayes, W. J., & Prince, J. T. (2017). *Managerial economics and business strategy* (9th ed.). McGraw Hill Education.

Name of Course	EMERGING TECHNOLOGIES AND APPLICATION					
Type of Course	**Skill Enhancement**					
Course Code	**BBAS201**					
Course Summary & Justification	This Skill Enhancement Course introduces BBA Honours students to emerging technologies shaping modern business practices. The course provides basic knowledge and practical exposure to Cloud Computing, Blockchain, Internet of Things (IoT), and Augmented Reality (AR), focusing on their business applications and role in digital transformation The course is designed to enhance students' digital and technological skills required in today's business environment. By combining conceptual understanding with practical activities, it helps students develop industry-relevant competencies, innovation skills, and adaptability for technology-driven workplaces and entrepreneurial opportunities					
Semester	2		Credits		3	
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning	30		30		60
Pre-requisite	Basic understanding of computers, internet applications, and fundamental business concepts. No prior technical or programming knowledge is required.					
Others-Library, field work, seminar and assignment preparations, test, journal, case analysis, Book review, Seminars, discussion etc.						

COURSEOUTCOMES(CO)

CO No.	**Expected Course Outcome** *Upon completion of this course, students will be able to;*	**Learning Domains**	**PSO No.**
1	Understand the basics of emerging technologies and digital business	U	PSO3, PSO5
2	Explain cloud computing and its business applications.	U	PSO3
3	Identify uses of blockchain technology in organizations.	U, A	PSO3, PSO5
4	Analyze the role of IoT in improving business operations and customer experiences	An	PSO1, PSO3
5	Apply AR concepts in customer engagement and business innovation.	A	PSO2, PSO3
6	Develop simple technology-based business solutions and presentations.	C	PSO2, PSO3, PSO6
**Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C), Skill (S),Interest (I) and Appreciation (Ap)*			

COURSE CONTENT

	BBAS201- Emerging Technologies and Application	Hours	CO No.
Module I	**Introduction to Emerging Technologies** Theory Meaning of emerging technologies, Digital transformation in business, Introduction to Cloud, Blockchain, IoT, and AR Technology trends in business Practical Case discussions on digital businesses, Presentation on technology trends, Identifying technology use in companies	6+6	1,6
Module II	**Cloud Computing Fundamentals** Theory Meaning and features of cloud computing, Types of cloud services: IaaS, PaaS, SaaS, Public and private cloud, Business applications of cloud computing, Cloud security basics Practical Using Google Drive and cloud collaboration tools, Cloud storage and file sharing exercises, small assignment on cloud-based businesses	8 +8	2,6
Module III	**Blockchain Technology** Theory Introduction to blockchain, Features and working of blockchain, Cryptocurrency basics, Blockchain applications in banking and supply chain, Advantages and challenges Practical Exploring blockchain transaction examples, Cryptocurrency and digital wallet demonstration, Case study presentation on blockchain companies	6+6	3,5
Module IV	**Internet of Things (IoT)** Theory Meaning and components of IoT, Smart devices and connected systems, IoT applications in business and daily life, Security and privacy issues Practical Demonstration of IoT devices, Smart business idea activity, Observation report on IoT applications	5 +5	2,4, 6
Module V	**Augmented Reality (AR) and Business Applications** Theory Introduction to AR, AR vs VR, AR applications in marketing, retail, tourism, and education, Future business opportunities using AR Practical Using simple AR mobile applications, AR-based marketing activity, Presentation	5 +5	4,5,6

Reference:

1. Emerging Technologies for Securing the Cloud and IoT, Amina Nacer, Mohammed Riyadh, IGI Global publishing
2. Emerging Technologies and Applications, Ritu Saxena, Dr. Amit Kumar Vats, Ajay Choudhary, R Lall Educational Pondicherry
3. Emerging Technologies & Application, Dr. Satinder Bal Gupta, Mahavir Publishing Company
4. IoT and its application-Hands on approach, SGP Publisher
5. Block Chain for Beginners – Study Guide, Blockchain Council
6. Cloud Computing for Dummies, J Hurwitz, R Bloor, M Kaufmann, Wiley India Pvt Limited

<table>
<tr><td colspan="2">Name of Course</td><td colspan="6">ETHICS AND HUMAN VALUES</td></tr>
<tr><td colspan="2">Type of Course</td><td colspan="6">VALUE ADDED COURSE</td></tr>
<tr><td colspan="2">Course Code</td><td colspan="6">BBAV201</td></tr>
<tr><td colspan="2">Course Summary & Justification:</td><td colspan="6">This course introduces value education, human values, ethics, and integrated personality development with emphasis on well-being and professional ethics. It helps students understand and apply values in personal, social, and professional life through reflective and experiential activities. The course is essential for developing ethical awareness, emotional balance, and global citizenship, enabling students to lead responsible and meaningful lives while contributing positively to society.</td></tr>
<tr><td>Semester</td><td>2</td><td colspan="4">Credits</td><td colspan="2">2</td></tr>
<tr><td rowspan="2">Total Student Learning Time (SLT)</td><td colspan="2">Learning Approach</td><td>Lecture</td><td>Tutorial</td><td>Practical</td><td>Others</td><td>Total Learning Hours</td></tr>
<tr><td colspan="2">Authentic learning Lecture</td><td>24</td><td>-</td><td>-</td><td>06</td><td>30</td></tr>
</table>

	discussions					
Pre-requisite		As per the requirement of the course				
Others- Library, Computer lab, seminar and assignment, test, discussion. etc.						

COURSE OUTCOMES (CO)

CO No.	**Expected Course Outcome** *Upon completion of this course, students will be able to;*	Learning Domains	PSO No.
1	Understand the concept, need and types of values and distinguish them from skills and ethics.	U, An	PSO4
2	Develop awareness of human values and apply ethical principles in personal and social life.	A, S	PSO4, PSO5
3	Explain the relationship between personality, well-being and integrated development of the individual	U, An	PSO5
4	Recognize professional ethics and global citizenship values and demonstrate essential life competencies in practice.	Ap	PSO4, PSO5
**Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap)*			

COURSE CONTENT

	BBAV201 -ETHICS AND HUMAN VALUES	Hours	CO No.
Module I	**Introduction to Value Education** Meaning, need and importance of value education. Difference between skills, values and ethics. Types of values – personal, social, moral and spiritual values. Harmony with self, society and nature.	6	1,2

Module II	**Human Values and Ethics** Meaning and importance of human values and ethics. Values such as integrity, empathy and social responsibility. Basic ideas of deontology, virtue ethics and utilitarianism.	6	2,3,4
Module III	**Integrated Personality and Well-being** Self, identity and personality. Concept of integrated personality. Understanding well-being and happiness. Introduction to Panchakosha and three gunas.	6	1,3,4
Module IV	**Professional Ethics and Global Citizenship** Meaning and scope of professional ethics. Professional values – accountability, transparency, sustainability and inclusiveness. Values for global citizenship – equality, justice and human dignity. Core competencies – communication, teamwork and decision making.	6	1,3
Module V	**Experiential Learning** Activities: Group discussions and debates on values and ethics; case study analysis; value clarification and reflection exercises; role plays on ethical dilemmas; mindfulness practices (meditation, yoga) and reflective journaling and peer sharing on self-awareness and well-being.	6	4

Reference:

1. R. R. Gaur, R. Sangal & G. P. Bagaria – *A Foundation Course in Human Values and Professional Ethics*
2. B. L. Bajpai – *Indian Ethos and Modern Management*
3. Stephen R. Covey – *The 7 Habits of Highly Effective People*
4. S. K. Chakraborty – *Ethics in Management: Vedantic Perspectives*
5. Swami Vivekananda – *Complete Works of Swami Vivekananda*
6. J. Krishnamurti – *Freedom from the Known*
7. UNESCO – *Learning to Be: The World of Education Today and Tomorrow*

SEMESTER- III

Name of Course	HUMAN RESOURCES MANAGEMENT					
Type of Course	Core					
Course Code	BBAC301					
Course Summary &Justification	This course provides an in-depth examination of HR policies and functions. HR planning, HRD, career management, performance management, compensation management and global HRM form integral parts of the course. It also focuses on industrial relations, compliance and employment relations, HR analytics and the use of AI in HRM.					
Semester	3		Credits		4	
Total Student Learning Time(SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning/ Case based learning Total	50	3	-	7	60
Pre-requisite	NIL As per the requirement of the course					
Others-Library, field work, seminar and assignment preparations, test, journal, case analysis, Bookreview,Seminars,discussion etc.						

COURSEOUTCOMES(CO)

CO No.	**Expected Course Outcome** *Upon completion of this course, students will be able to;*	Learning Domains	PSO No.
1	Explain the functions,concepts and strategic role of HRM in organisations.	U	PSO1
2	Understand HR planning, recruitment, selection, training and career development practices in organizational settings.	U	PSO1, PSO5
3	Analyze performance management, compensation systems, and employee engagement practices to improve organizational effectiveness.	An,E	PSO1, PSO3
4	Examine the role of HR technology, HR analytics and contemporary HR practices in modern organizations.	An	PSO3, PSO4
5	Apply HRM concepts and practices to real-life organizational situations through case analysis, simulations, policy design, and collaborative activities	A,C	PSO1, PSO5, PSO6
**Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C), Skill (S),Interest (I) and Appreciation (Ap)*			

COURSE CONTENT

	BBAC301 -HUMAN RESOURCES MANAGEMENT	Hours	CO No.
Module I	**Foundations of HRM:** Meaning, Nature and Scope of HRM; Objectives and Functions of HRM; HRM Policies; HRM vs Personnel Management; Role of HR Manager; HRM in a Competitive Business Environment; Strategic Human Resource Management – Meaning, Importance and Emerging Trends	12	1
Module II	**Human Resource Planning, Procurement, Development and Career Management** Human Resource Planning; Job Analysis, Job Description and Job Specification; Recruitment – Sources and Process; Selection Process and Interview Techniques; Placement and Induction; Training and Development – Need, Methods and Evaluation; Management Development; Career and Talent Management; Employee Life Cycle; Managing Gig and Virtual Workforce	12	2
Module III	**Performance, Compensation, Engagement, and Employee Relations** Performance Management – Meaning, Objectives and Methods of Appraisal; Challenges in Performance Appraisal; Compensation Management – Wage and Salary Administration, Incentives and Benefits, Pay for Performance; Employee Engagement; Work-Life Balance; Employee Separation and Off-boarding.	14	3
Module IV	**HR Technology, Analytics, Contemporary Trends and Industrial Relations** Human Resource Information System (HRIS); HR Analytics; Technology and Innovation in HR; HRM in SMEs and Service Sector; Diversity, Equity and Inclusion; Workplace Wellness; Sustainable and Green HRM; Trade Unions and Industrial Relations; Workers' Participation in Management; Collective Bargaining; Employer Branding.	12	4

Module V	**Open Ended Module :** HR Policy Design Project Students design a comprehensive HR policy framework for a hypothetical or real organization covering areas such as: • recruitment and selection, • training and development, • performance management, • compensation, • diversity and inclusion, • employee engagement, • work-life balance, etc. Students may: 1. Select a hypothetical/start-up/company scenario 2. Identify workforce and organizational needs 3. Design HR policies for major HR functions 4. Justify policy choices using HRM theories/concepts 5. Present the policy handbook/report	10	2,3,4,5

References:

1. Aswathappa, K. and Dash S. (2023). *Human Resource Management: Text and Cases* (10th Edition). McGraw Hill Education.
2. Subba Rao, P. (Latest Edition). *Essentials of Human Resource Management and Industrial Relations*. Himalaya Publishing House.
3. Dessler, G., &Varkkey, B. (2023). *Human Resource Management* (17th ed.). Pearson Education.
4. Noe, R. A., Gerhart, B., Wright, P. M., & Hollenbeck, J. R. (2021). *Fundamentals of Human Resource Management* (8th ed.). McGraw-Hill Education.
5. Armstrong, M. (Latest Edition). *Armstrong's Essential Human Resource Management Practice*. Kogan Page Publishers.
6. Pareek, Udai. *Human Resource Management: A Contemporary Text* (2nd Edition). Oxford University Press.
7. Bhattacharyya, Dipak Kumar. *Human Resource Management*. Excel Books, New Delhi.

Name of Course	**FINANCIAL MANAGEMENT**
Type of Course	**Core**
Course Code	**BBAC302**

Course Summary & Justification	Financial Management is designed to provide students with a basic understanding of financial concepts and their application in business organizations. The course introduces students to important financial decisions relating to investment, financing, working capital, and dividend policies. It also familiarizes students with modern financing methods such as startup funding, crowdfunding, and digital finance. The course aims to develop simple analytical and decision-making skills required for managing financial resources in business.					
Semester	3		Credits		4	
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Case based learning Total	34 6 40	15	-	5	60
Pre-requisite	NIL Asper the requirement of the course					
Others-Library, field work, seminar and assignment preparations, test, journal, case analysis, Book review, Seminars, discussion etc.						

COURSEOUTCOMES(CO)

CO No.	**Expected Course Outcome** *Upon completion of this course, students will be able to;*	Learning Domains	PSO No.
1	Recall the fundamental concepts, objectives, and principles of financial management and financial planning.	R, U	PSO1, PSO3
2	Explain how financial management concepts are applied in practice, and how they contribute to the overall success of an organization.	U, A	PSO1
3	Apply financial management concepts and tools to analyze financial statements, develop financial plans, and make informed financial decisions.	E, An	PSO1, PSO3
4	Examine simple investment proposals and financing alternatives used in business organizations.	An, A, E	PSO1, PSO3, PSO5
5	Evaluate recent developments in startup financing, fintech, and digital finance systems and create basic financial ideas for modern business applications..	E, C	PSO2, PSO3, PSO5

**Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap)*

COURSE CONTENT

Modules	**BBAC 302- FINANCIAL MANAGEMENT**	**Hours**	**CO No.**
Module I	**Introduction to Financial Management and Financial Planning:** Meaning, nature, scope, and objectives of financial management – Scope of financial management – Objectives of financial management – Functions and role of finance manager – Financial decisions: Investment decision, Financing decision and Dividend decision -Dividend policy and determinants – Financial planning process –	10	1,2
Module II	**Sources of Finance and Startup Financing:** Traditional Sources of finance – Equity shares, Preference shares, Debentures and Bonds – Retained earnings – Lease financing and bank finance – Modern Sources of Finance: Venture capital – Angel investors – Private equity – Startup financing stages – Bootstrapping – Crowdfunding	14	3, 4, 5
Module III	**Financing Decisions and Working Capital Management:** Capital structure – Financial structure – Determinants of capital structure – Basic theories of capital structure– Basic concepts of leverage: Operating leverage and financial leverage – Cost of capital: Cost of debt, Cost of preference shares and Cost of equity – Working capital management: Meaning, types, operating cycle (Simple Practical Problems)	14	3, 4
Module IV	**Capital Budgeting and Contemporary Trends in Financial Management:** Capital budgeting – Meaning, importance and process – Time value of money: Present value, Future value, Annuity concepts –Techniques of capital budgeting: Payback Period, ARR, IRR, NPV and PI methods – Basic concepts of startup valuation – FinTech and Digital Finance: UPI, mobile banking, blockchain basics and cryptocurrency basics – Introduction to ESG and sustainable finance concepts. (Simple Practical Problems)	16	4, 5

Module V	**Open-Ended Module** **1. Crisis Management Simulations:** Design interactive role-playing activities that immerse students in financial crisis situations, such as sudden market downturns, cybersecurity incidents impacting financial systems, or liquidity shortages. Students are required to formulate and present comprehensive crisis response strategies, incorporating both immediate actions and long-term financial planning to reduce potential impacts.	6	4,5
	2. Social Impact Investing Workshop: Conduct workshops that familiarize students with the principles of impact investing, where financial investments aim to achieve measurable social and environmental outcomes alongside economic returns. Students can engage in project-based learning by developing investment strategies for hypothetical organizations, ensuring alignment between financial objectives and societal benefits.		3,5
	3. Digital Currency and Payment Systems Seminar: Organize a seminar series exploring the development and implications of digital currencies and emerging payment technologies on traditional financial systems. Key areas may include blockchain applications, the growth of cryptocurrencies, innovations in mobile payments, and central bank digital currencies (CBDCs). Involving industry professionals can enrich discussions and provide students with insights into the evolving landscape of financial transactions.		2,3,4

40% Problem and 60% Theory.

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. Bhalla, V.K.: " Financial Management & Policy, Anmol Publications. Delhi.

4. Pandey,I.M. Financial Management. New Delhi, India. Vikas Publishing House.
5. Kumar, A. Financial Management, Khanna Publishing House.
6. Gupta, S, K., Sharma, R.K. & Gupta, N. Financial Management. Kalyani Publishers.
7. Khan, M, Y, & Jain, P, K. Financial Management. Tata Mc Graw Hill.
8. Brigham and Houston. Fundamentals of Financial Management, Cengage Learning.

Online Resources

1. Corporate Finance Institute (CFI) – Finance Learning Resources https://corporatefinanceinstitute.com
2. Startup India Portal-https://www.startupindia.gov.in
3. Reserve Bank of India (RBI) – Financial Education Resources-https://www.rbi.org.in
4. Securities and Exchange Board of India (SEBI) – Investor Education Resources https://www.sebi.gov.in
5. National Stock Exchange (NSE) – Market and Investor Learning https://www.nseindia.com
6. Bombay Stock Exchange (BSE) – Financial Market Education https://www.bseindia.com
7. Kickstarter – Crowdfunding Platform-https://www.kickstarter.com
8. Indiegogo – Crowdfunding and Startup Funding Platform-https://www.indiegogo.com
9. SWAYAM – Online Courses in Management and Finance-https://swayam.gov.in

<table>
<tr><td colspan="2">Name of Course:</td><td colspan="5">ENTREPRENEURSHIP AND STARTUP ECOSYSTEM</td></tr>
<tr><td colspan="2">Type of Course</td><td colspan="5">Core</td></tr>
<tr><td colspan="2">Course Code</td><td colspan="5">BBAC303</td></tr>
<tr><td colspan="2">Course Summary & Justification:</td><td colspan="5">This course aims to provide a comprehensive understanding of the fundamental principles of entrepreneurship and the functioning of the startup ecosystem. It focuses on key areas such as idea generation, business model development, financing options, legal frameworks, and venture scaling strategies.</td></tr>
<tr><td>Semester</td><td>4</td><td colspan="3">Credits</td><td colspan="2">4</td></tr>
<tr><td>Total Student Learning Time</td><td>Learning Approach</td><td>Lecture</td><td>Tutorial</td><td>Practical</td><td>Others</td><td>Total Learning Hours</td></tr>
</table>

(SLT)	Authentic learning Lecture discussions	40	10	10		60
Pre-requisite		As per the requirement of the course				
Others- Library, Computer lab, seminar and assignment, test, discussion. etc.						

COURSE OUTCOMES (CO)

CO No.	**Expected Course Outcome** *Upon completion of this course, students will be able to;*	**Learning Domains**	**PSO No.**
1	Understand the fundamentals of entrepreneurship and the role of entrepreneurs in economic development.	U	PSO2
2	Identify business opportunities and develop innovative business ideas for startups and new ventures.	An, A	PSO2, PSO5
3	Analyze the structure and functioning of the startup ecosystem, including incubation centers, accelerators, and funding agencies.	An, E, S	PSO2, PSO5
4	Develop entrepreneurial skills such as leadership, creativity, decision-making, risk-taking, and problem-solving.	C, An, A,	PSO2, PSO5
5	Prepare basic business plans and evaluate the feasibility of startup ventures.	C	PSO2, PSO3, PSO6
**Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap)*			

COURSE CONTENT

	BBAC303 - ENTREPRENEURSHIP AND STARTUP ECOSYSTEM	**Hours**	**CO No.**

Module I	**Introduction to Entrepreneurship**: Concept of entrepreneurship-Definition, characteristics and Process of Entrepreneurship,Concept of entrepreneur-Definition, functions, characteristics and types-Women Entrepreneurship, challenges of women entrepreneurs, Role of Entrepreneurship in Economic Development, barriers to entrepreneurship,	14	1,2
Module II	**Idea Generation & Opportunity Recognition:** Idea generation – sources and techniques of generating business ideas. Transformation of ideas into business opportunities. Environmental scanning and identification of business opportunities. Business plan – meaning, importance, formats, structure and preparation. Business registration – regulatory norms, procedures and legal formalities for starting a business.	14	2,3,4
Module III	**Start-up Financing and Institutional Support:** Venture Capital and Angel Investment, Importance and Benefits, Sources of Investment.Introduction to various incentives, subsidies and grants, Central level institutions, state level institutions, other agencies. Institutional support for small and medium enterprises.	14	1,3,4
Module IV	**Entrepreneurship Ecosystem, Policy and Growth Strategies** Components of the Start-up Ecosystem- Government, Universities, Incubators, Accelerators. Ease of Doing Business: indicators, Recent Start- up Policy of India: Schemes -Start-up India, Digital India, MSME, Stand Up India, Make in India, Family business – concept, Innovation and sustainability in business – role, types and contribution to	10	5,6

	long-term growth.		
Module V	• Business idea presentation • Startup business plan report • Case study analysis of successful startups • Pitch deck preparation	8	6

References:

1. Gupta C. B. & Srinivasan, *Entrepreneurship Development in India*, Sultan Chand. 2010
2. Robin Lowe and Sue Marriott, *Enterprise: Entrepreneurship and Innovation: Concepts,Contexts and Commercialization,* Butterworth-Heinemann, 2006
3. Prasanna Chandra: Projects-planning, analysis selection-implementation and Review
4. Nafees A. Khan, Fundamentals of entrepreneurship, Anmol Publications, New Delhi.
5. E. Gordon & K. Natarajan, Entrepreneurship Development, Himalaya Publications
6. Vasant Desai, Fundamentals of Entrepreneurship and Small Business Management, Himalaya Publications
8. Ghattas, R.G. and Sandra L McKee: Practical project management.

Name of Course	**LEGAL ASPECTS OF BUSINESS**		
Type of Course	**Value Added Course**		
Course Code	**BBAV301**		
Course Summary & Justification	Legal Aspects of Business is a value-added course designed to provide BBA students with practical awareness of the legal environment in which businesses operate in India. The course introduces students to fundamental legal concepts related to contracts, commercial transactions, consumer protection, workplace practices, business organizations, and digital business activities. In today's corporate environment, managers and employee are expected to possess basic legal literacy to handle business decisions responsibly and ethically. Whether working in marketing, human resources, finance, operations, retail, banking, or entrepreneurship, understanding legal responsibilities and compliance requirements has become essential.		
Semester	3	Credits	2

Total Student Learning Time (SLT)	Learning Approach	Lecture	Application based	Total Learning Hours
	Authentic learning	24	6	30
Pre-requisite	NIL			
Application based- Field work, Company visits, seminars				

COURSEOUTCOMES(CO)

CO No.	**Expected Course Outcome** *Upon completion of this course, students will be able to;*	Learning Domains	PSO No.
1	Explain the basic legal framework governing business activities in India	U, R	PSO4
2	Understand the essentials of business contracts and commercial transactions	U	PSO1, PSO4
3	Identify consumer rights and legal responsibilities of businesses	U	PSO4
4	Describe different forms of business organizations and workplace regulations	U	PSO1, PSO4
5	Recognize legal and ethical issues in digital and corporate business practices	U, A	PSO3, PSO4
**Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap)*			

COURSE CONTENT

	BBAV301- Legal Aspects of Business	**Hours**	**CO No.**
Module I	**Introduction to Business Law** Meaning and importance of Business Law, Sources of Business Law in India, Basics of the Indian judicial system Legal environment of business, Rights and duties of businesses	6	1
Module II	**Business Contracts** Essentials of a valid contract, Offer and acceptance, Consideration and free consent, Breach of contract and remedies, Digital signatures and electronic contracts	6	2

Module III	**Commercial Transactions and Consumer Protection** Sale and agreement to sell, Rights of buyers and sellers Consumer rights and remedies, Unfair trade practices, Basics of e-commerce transactions	6	2, 3
Module IV	**Business Organisations and Workplace Laws** Sole proprietorship, partnership, LLP, Startup registration basics, Employer and employee responsibilities, Workplace ethics, Cyber security and data privacy awareness, Legal issues in social media marketing, Overview of POSH Act	6	4, 5
Module V	**Field based Activities** Interaction with advocates, HR managers, or compliance officers, Visit to a startup, bank, or business organization Group presentation on recent business law issues in India	6	3, 5

References:

1. M.C. Kuchhal – Business Law
2. N.D. Kapoor – Elements of Mercantile Law
3. P.C. Tulsian – Business Law
4. Government portals of Ministry of Corporate Affairs and SEBI.

<table>
<tr><td colspan="3">Name of Course:</td><td colspan="4">BUSINESS COMMUNICATION</td></tr>
<tr><td colspan="3">Type of Course</td><td colspan="4">SEC</td></tr>
<tr><td colspan="3">Course Code</td><td colspan="4">SEC301</td></tr>
<tr><td colspan="3">Course Summary & Justification:</td><td colspan="4">This course aims to help students understand the basic principles of communication and develop effective oral and written communication skills needed in the workplace. It also focuses on improving interpersonal skills and teaching students how to use communication strategies effectively in a business environment.</td></tr>
<tr><td>Semester</td><td colspan="2">4</td><td colspan="2">Credits</td><td colspan="2">4</td></tr>
<tr><td rowspan="2">Total Student Learning Time</td><td>Learning Approach</td><td>Lecture</td><td>Tutorial</td><td>Practical</td><td>Others</td><td>Total Learning Hours</td></tr>
<tr><td>Authentic</td><td></td><td></td><td></td><td></td><td></td></tr>
</table>

(SLT)	learning Lecture discussions	40	10	10		60
Pre-requisite		As per the requirement of the course				
Others- Library, Computer lab, seminar and assignment, test, discussion. etc.						

COURSE OUTCOMES (CO)

CO No.	**Expected Course Outcome** *Upon completion of this course, students will be able to;*	**Learning Domains**	**PSO No.**
1	Understand the basic concepts, principles, and process of business communication.	U	PSO5
2	Apply appropriate verbal and non-verbal communication techniques in professional settings.	An, A	PSO5
3	Use digital communication tools effectively for business purposes.	An, E, S	PSO3, PSO5
4	Apply communication strategies in workplace and corporate environments.	An, A,	PSO5
5	Develop effective oral communication skills for business situations such as presentations, meetings, and interviews.	C, A, E	PSO5, PSO6
**Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S),Interest (I) and Appreciation (Ap)*			

COURSE CONTENT

	BBAS301- Business Communication	**Hours**	**CO No.**
Module I	**Introduction to Business Communication:** Meaning and importance of business communication, Communication process, Types, Communication barriers and solutions, 7C's of communication, Listening skills, Basics of digital	10	1,2

	communication .		
Module II	**Types of business communication:** Internal and External, Verbal and nonverbal Communication, Difference between verbal and nonverbal communication, merits and de-merits of verbal and non-verbal communication, Cultural dimension in communication. Job application writing, Resume / CV and cover letter, Email writing and etiquette	10	2,3,4
Module III	**Oral and Interpersonal Communication:** Speaking skills in business, Group discussion, public speaking and presentations, Interview skills, Telephone etiquette. Meetings and conference communication, Body language and non-verbal communication, Team communication and leadership communication.	10	1,3,4
Module IV	**Digital and Corporate Communication:** Digital communication tools, Online meetings and virtual communication. Social media in business communication, corporate communication and public relations, Business etiquette in digital platforms (netiquette), Cross-cultural communication in global business, Communication in modern organizations	10	5,6
Module V	• Group discussions • Mock interviews • Business letter drafting • Resume preparation • Role plays	05	6

References:

1. Business Communication Today, Boyee Courtland L and Thrill John V, Prentice Hall International.
2. Business Communication, Guffey Mary Ellen, South-Western Collage publishing.
3. Principles and Practice of Business Communication, Apai and Rhoda, Sheth Publishers, Mumbai.

4. Corporate Communication, Argenti Paul A, Irwin McGraw Hill.
5. Business Writing & Procedures, Atkinson, Reynolds American Book Co.

Name of Course	**SPREADSHEET SKILLS FOR BUSINESS**				
Type of Course	Skill Enhancement Course				
Course Code	**BBAS302**				
Course Summary & Justification	This course introduces the basic spreadsheet skills required in business organizations. The course focuses on practical training in data entry, calculations, worksheet preparation, charts, and business reporting using spreadsheet software. Students will learn to organize, analyze, and present business data related to sales, finance, inventory, marketing, and customer records. The course helps students develop practical skills for academic work, business analysis, and office applications.				
Semester	3				
Total Student Learning Time(SLT)	Learning Approach	Lecture	Tutorial	Practical	Total Learning Hours
	Authentic learning Case based learning Total	15 15 30		30	60
Pre-requisite	NIL				
Others-Library, field work, Seminar and Assignment preparations, test, journal, case analysis,Bookreview,discussion etc.					

COURSE OUTCOMES (CO)

CO No.	**Expected Course Outcome**	**Learning Domains**	**PSO No.**
CO1	**Understand the basic concepts and applications of spread sheet software in business.**	**U**	**PSO3**

CO2	**Prepare and format worksheets for organizing business data effectively.**	**A**	**PSO3**
CO3	**Apply formulas and functions for solving simple business calculations and reports.**	**An**	**PSO1, PSO3**
CO4	**Create charts and organize business data for interpretation and presentation.**	**E**	**PSO3, PSO5**
CO5	**Develop simple spreadsheet-based business reports and mini projects using real business data.**	**C, S**	**PSO3, PSO6**
****Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C), Skill (S),Interest (I) and Appreciation (Ap).***			

COURSE CONTENT

	BBAS302- Spreadsheet skills for Business	**Hours**	**CO No.**

Module I	**Introduction to Spreadsheet Software**
	
	• Introduction to spreadsheet software
	• Workbook, worksheet, rows, columns, and cells
	• Opening, saving, and editing files
	• Data entry and formatting
	• Copy, paste, autofill, and basic editing
	• Preparing simple business tables
	    ○ Sales records
	    ○ Employee details
	    ○ Customer database
	    ○ Inventory list
	
	Practical Activities
	
	• Customer details worksheet
	• Sales table preparation
	• Daily expense sheet
		12	1,2

<table>
<tr>
<td>Module II</td>
<td>Business Formulas and Functions

• Basic formulas and calculations
• Functions:
    ○ SUM
    ○ AVERAGE
    ○ MIN
    ○ MAX
    ○ COUNT
    ○ IF
    ○ SUMIF
    ○ COUNTIF
    ○ VLOOKUP / LOOKUP

• Commerce and Financial Calculations:

    ○ Percentage calculation
    ○ Profit and loss calculation
    ○ Discount and GST calculation
    ○ Salary and commission calculation
    ○ Interest and EMI calculation basics
    ○ Budget preparation

Practical Activities

• Sales total calculation
• Profit and discount worksheet
• GST invoice preparation
• Employee salary sheet
• Budget worksheet</td>
<td>16</td>
<td>2,3</td>
</tr>
</table>

<table>
<tr><td>Module III</td><td>Data Analysis and Charts

• Sorting and filtering data
• Table and conditional formatting
• Pivot Function and Pivot Tables
• Pivot Charts
• Creating charts:
    o Bar chart
    o Pie chart
    o Line chart
• Sales and market analysis
• Customer survey analysis
Practical Activities

• Sales comparison chart
• Pivot Table for sales analysis
• Revenue analysis chart
• Customer survey presentation</td><td>14</td><td>3,4</td></tr>
<tr><td>Module IV</td><td>Spreadsheet Applications in Business

• Attendance sheet preparation
• Inventory management
• Purchase and sales records
• Expense tracking
• Payroll worksheet
• Budget and cash flow sheet
• Business dashboard basics
• Spreadsheet printing and sharing

Practical Activities

• Inventory worksheet
• Monthly budget sheet
• Payroll worksheet
• Expense tracking system
• Simple business dashboard</td><td>12</td><td>4,5</td></tr>
</table>

Module V	**Business Spreadsheet Mini Project** Students shall prepare a simple spreadsheet-based mini project using business data. **Suggested Areas** • Sales report • Budget report • Stock management • Expense tracking • Payroll preparation • Customer survey analysis **Project Components** • Data entry and formatting • Formulas and functions • Lookup functions • Pivot Tables and charts • Report preparation and presentation	6	3,4,5

Suggested Software

- Microsoft Excel
- Google Sheets

Reference:

1. Walkenbach, John. *Excel for Beginners*. Wiley Publications.
2. Sharma, J. K. *Business Applications Using Spreadsheets*. Pearson Education.
3. Winston, Wayne. *Microsoft Excel Data Analysis and Business Modeling*. Microsoft Press.
4. Gupta, S. P. *Practical Business Applications*. Sultan Chand & Sons.
5. Frye, Curtis. *Excel 365 for Business*. Microsoft Press.
6. Remenyi, Dan. *Using Excel for Business Analysis*. Academic Publishing.
7. Ragsdale, Cliff. *Spreadsheet Modeling and Decision Analysis*. Cengage Learning.

SEMESTER- IV

Name of Course	BUSINESS RESEARCH METHODS					
Type of Course	**Core**					
Course Code	**BBAC401**					
Course Summary & Justification	Business Research Methods equips BBA students with essential skills to systematically investigate business problems and support evidence-based decision-making. The course introduces the research process, problem formulation, hypothesis development, research design, sampling, data collection, and analysis, along with ethical reporting practices. In today's data-driven and competitive business environment, managers must interpret information accurately and make informed strategic decisions. This course strengthens analytical thinking, problem-solving ability, and research aptitude among students. It also prepares learners for advanced research projects, internships, and entrepreneurial activities, making it a vital component of contemporary business education.					
Semester	4		Credits		4	
Total Student Learning Time(SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Case based learning Total	44	10	-	6	60
Pre-requisite	NIL As per the requirement of the course					
Others-Library, field work, seminar and assignment preparations, test, journal, case analysis, Book review, Seminars, discussion etc.						

COURSE OUTCOMES (CO)

CO No.	**Expected Course Outcome** *Upon completion of this course, students will be able to;*	Learning Domains	PSO No.
1	Describe the fundamental concepts of research, research process, variables, and formulation of research problems and hypotheses	R,U	PSO6
2	Explain research designs and sampling techniques suitable for different business research situations	U,An	PSO3, PSO6
3	Apply appropriate methods of data collection, questionnaire	Ap,An,S	PSO3,

	design, and measurement techniques in business research		PSO6
4	Analyse and interpret research data using basic statistical tools and hypothesis testing techniques	Ap,C,S	PSO6
5	Prepare structured research reports using proper documentation, referencing styles, and ethical standards	An, E	PSO3, PSO6
6	Apply research skills to solve business problems and support managerial decision-making	Ap, E, S	PSO5, PSO6
**Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap)*			

COURSE CONTENT

	BBAC401-Business Research Methods	**Hours**	**CO No.**
Module I	**Foundations of Research and Problem Formulation** Research: Meaning, Nature and Scope. Types of Research, Qualities of a Good Researcher, Research Process – Steps Involved, Variables in Research, Identification and Formulation of Research Problem Literature Review – Sources and Writing Review, Hypothesis – Meaning, Need and Significance, Types of Hypotheses and Formulation of Hypothesis	10	1,3, 5,6
Module II	***Research Design and Sampling*** Research Design – Meaning and Importance, Types of Research Design: Exploratory, Descriptive, Conclusive and Experimental Research Designs, Qualities of a Good Research Design Sampling – Meaning and Procedure, Types of Sampling Techniques: Probability Sampling and Non-Probability Sampling, Sample Size Determination, Sampling Errors, Reliability and Validity in Research	10	2
Module III	**Data Collection, Measurement and Data Processing** Sources of Data Collection: Primary and Secondary Data, Methods of Data Collection: Observation, Interview, Questionnaire and Schedule. Design and Development of Questionnaire. Measurement Scales: Nominal, Ordinal, Interval and Ratio Scales. Techniques and Tools for Data Collection, Pre-testing and Pilot Study, Processing of Data: Editing, Coding, Classification and Tabulation, Use of Computer	14	2, 3

	Applications in Data Processing		
Module IV	**Data Analysis, Hypothesis Testing and Research Reporting** Hypothesis Testing – Meaning and Procedure, Errors in Testing: Type I and Type II Errors, One-Tailed and Two-Tailed Tests, Level of Significance. Introduction to Parametric and Non-Parametric Tests. Interpretation of Test Results, Research Report – Meaning and Types, Structure and Style of Reporting, Documentation: Citation, Footnotes, References and Bibliography, Referencing Styles: APA and MLA, Qualities of a Good Report, Research Ethics: Ethical Issues in Research, Plagiarism and Plagiarism Checkers	14	5,6
Module V	**Open Ended Module** • **Research Design Workshop:** Students work in groups to design a research proposal on a current business issue, including research problem, objectives, methodology, and data collection tools. • **Mini Research Proposal Development:** Preparation of a basic research proposal with research questions, sampling plan, and questionnaire. • **Research Seminar Participation:** Attend research-related workshops or seminars and submit a brief report on learning outcomes.	12	1-6

Reference:

1. Cooper, D. R., & Schindler, P. S. (2020). *Business research methods* (13th ed.). McGraw-Hill Education.
2. Saunders, M., Lewis, P., & Thornhill, A. (2019). *Research methods for business students* (8th ed.). Pearson Education.
3. Sekaran, U., & Bougie, R. (2020). *Research methods for business: A skill-building approach* (8th ed.). Wiley India.
4. Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2019). *Business research methods* (10th ed.). Cengage Learning.
5. Kothari, C. R., & Garg, G. (2019). *Research methodology: Methods and techniques* (4th ed.). New Age International Publishers.
6. Malhotra, N. K., & Dash, S. (2020). *Marketing research: An applied orientation* (7th ed.). Pearson India.
7. Bryman, A., & Bell, E. (2018). *Business research methods* (5th ed.). Oxford University Press.

8. Creswell, J. W., & Creswell, J. D. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th ed.). Sage Publications.
9. Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *Multivariate data analysis* (8th ed.). Cengage Learning.
10. Levin, R. I., & Rubin, D. S. (2017). *Statistics for management* (8th ed.). Pearson Education.
11. Kumar, R. (2019). *Research methodology: A step-by-step guide for beginners* (5th ed.). Sage Publications.
12. Walliman, N. (2017). *Research methods: The basics* (2nd ed.). Routledge.
13. Bell, J., Bryman, A., & Harley, B. (2019). *Business research methods* (5th ed.). Oxford University Press.

<table>
<tr><th>Name of Course</th><th colspan="6">OPERATIONS MANAGEMENT</th></tr>
<tr><td>Type of Course</td><td colspan="6">Core</td></tr>
<tr><td>Course Code</td><td colspan="6">BBAC402</td></tr>
<tr><td>Course Summary &Justification</td><td colspan="6">This course introduces students to the fundamental principles of operations management, focusing on planning, production systems, quality control, and emerging technologies. It simplifies complex concepts through case studies and practical examples to help students understand and apply operations management practices effectively in real-world scenarios.</td></tr>
<tr><td>Semester</td><td colspan="2">4</td><td colspan="2">Credits</td><td colspan="2">4</td></tr>
<tr><td rowspan="2">Total Student Learning Time(SLT)</td><td>Learning Approach</td><td>Lecture</td><td>Tutorial</td><td>Practical</td><td>Others</td><td>Total Learning Hours</td></tr>
<tr><td>Authentic learning/ Case based learning Total</td><td>50</td><td>3</td><td>-</td><td>7</td><td>60</td></tr>
<tr><td>Pre-requisite</td><td colspan="6">NIL
As per the requirement of the course</td></tr>
<tr><td colspan="7">Others-Library, field work, seminar and assignment preparations, test, journal, case analysis, Bookreview,Seminars,discussion etc.</td></tr>
</table>

COURSEOUTCOMES(CO)

CO No.	Expected Course Outcome *Upon completion of this course, students will be able to;*	Learning Domains	PSO No.

1	Understand the basic concepts, objectives and the functions of Operations Management.	U	PSO1
2	Explain production systems, facility planning and capacity management in organizations.	U	PSO1, PSO3
3	Apply basic techniques of inventory, quality and production management to business situations.	A	PSO1, PSO5
4	Analyze supply chain, maintenance and service operations for improving operational efficiency.	An	PSO3, PSO5
5	Evaluate modern trends in operations and service management and also to gain practical experience to analyse real organizational problems through OM tools and techniques and to provide feasible solutions.	A,E	PSO1, PSO6
**Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C), Skill (S),Interest (I) and Appreciation (Ap)*			

COURSE CONTENT

	BBAC402 – OPERATIONS MANAGEMENT	**Hours**	**CO No.**
Module I	**Fundamentals of Operations Management:** Meaning, Nature and Scope of Operations Management; Objectives and Functions of Operations Management; Difference between Production and Operations Management; Role of Operations Manager; Types of Production Systems – Job, Batch, Mass and Continuous Production.	12	1
Module II	**Facility Planning and Capacity Management** : Facility Planning; Plant Location Factors; Plant Layout – Product, Process, Fixed Position and Cellular Layouts; Capacity Planning – Meaning, Importance and Types; Work Study and Method Study.	12	2
Module III	**Inventory, Quality and Production Control** : Inventory Management – Meaning, Need and Types; Inventory Control Techniques – EOQ, ABC Analysis and JIT; Quality Management – TQM, Six Sigma and ISO Standards; Production Planning and Control – Routing, Scheduling and Dispatching.	12	3

Module IV	**Supply Chain, Service Operations and Contemporary Trends** Supply Chain Management and Logistics; Maintenance Management – Breakdown, Preventive and Predictive Maintenance; Service Operations Management; Lean Operations; Green and Sustainable Operations; Technology and Innovation in Operations Management.	14	4,5
Module V	**Open-Ended Module:** Mini Project – Process Improvement Students identify an operational issue in a small business, retail outlet, hospital, café, library, service centre, or educational institution and suggest operational improvements. Students may: 1. Select a small organization/service unit 2. Observe an operational problem 3. Collect basic data 4. Analyse causes 5. Apply OM concepts/tools 6. Suggest improvements 7. Present findings through report and presentation	10	3,4,5

References:

1. Mahadevan, B. *Operations Management: Theory & Practice* (3rd ed.). Pearson Education.
2. Alan Muhlemann, John Oakland et al. *Production and Operations Management*. Pearson.
3. Mahadevan, B. *Operations Management: Theory and Practice* (2nd ed.). Pearson.
4. Chandrasekar, K.S. *Operations Management*. Himalaya Publishing House.
5. Adam Jr. Everetl E.R.J. *Production and Operations Management* (5th ed.). Prentice Hall.
6. Chary, S.N. *Production and Operations Management* (9th ed.). Tata McGraw Hill.
7. Hill, T. *Operations Management*. Palgrave.
8. Haleem, A. *Production and Operations Management*. Galgotia Publication.
9. Stevenson, W.J. *Operations Management*. McGraw Hill.
10. Krajewski, L., Malhotra, M., & Ritzman, L. *Operations Management: Processes and Supply Chains*. Pearson.

Name of Course	BUSINESS ENVIRONMENT					
Type of Course	**Core**					
Course Code	**BBAC403**					
Course Summary & Justification	Business Environment introduces students to the internal and external factors influencing business operations. The course covers economic, social, political, legal, and technological environments affecting business organizations. It helps students understand how government policies, market forces, globalization, and regulatory frameworks shape business decisions. The course also familiarizes learners with contemporary issues such as liberalization, privatization, and globalization. The course is justified as it equips students with the ability to analyse environmental changes and respond effectively to opportunities and threats. It develops awareness of the dynamic business context, enabling future managers to make informed strategic decisions and adapt to evolving business conditions.					
Semester	1		Credits		4	
Total Student Learning Time(SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Case based learning Total	34 6 40	15	-	5	60
Pre-requisite	NIL As per the requirement of the course					
Others-Library, field work, seminar and assignment preparations, test, journal, case analysis, Book review, Seminars, discussion etc.						

COURSE OUTCOMES (CO)

CO No.	**Expected Course Outcome** *Upon completion of this course, students will be able to;*	**Learning Domains**	**PSO No.***
1	Describe the concept, components and importance of Business Environment and its relevance to business decisions	R, U	PSO1, PSO5
2	Explain the impact of economic, social, political and legal environments on business operations	U, An	PSO4, PSO5
3	Analyse the role of government policies, regulatory bodies and legal frameworks in business development	An, E	PSO1, PSO3
4	Evaluate the effects of globalization, liberalization and	An, E	PSO4,

	privatization on business growth and competitiveness		PSO5
5	Apply environmental scanning techniques to identify business opportunities and challenges	Ap, An, S	PSO5, PSO6
Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C), Skill (S),Interest (I) and Appreciation (Ap)			

COURSE CONTENT

	BBAC403-Business Environment	**Hours**	**CO No.**
Module I	***Introduction to Business Environment*** • Meaning and Definition of Business Environment • Nature and Importance of Business Environment • Components of Business Environment – Internal and External • Micro and Macro Environment • Environmental Scanning – Meaning and Importance • Changing Dimensions of Business Environment	10	1,5
Module II	***Economic Environment of Business*** • Meaning and Elements of Economic Environment • Economic Systems – Capitalism, Socialism and Mixed Economy • Role of Government in Economic Development • Industrial Policy and Economic Reforms • Liberalization, Privatization and Globalization (LPG) – Meaning and Impact • Current Trends in Indian Economy	10	2,3,4
Module III	***Political, Legal and Regulatory Environment*** • Political Environment – Meaning and Influence on Business • Legal Environment – Meaning and Importance • Major Business Laws – Consumer Protection, Competition and Environmental Laws (Overview) • Role of Regulatory Authorities in India • Corporate Governance – Meaning and Importance	18	2, 3
Module IV	***Social, Cultural and Technological Environment and Globalisation*** • Social and Cultural Environment – Meaning and Impact on	12	2,3

	Business • Demographic Factors Affecting Business • Technological Environment – Meaning and Role of Technology • Globalization – Meaning, Features and Impact • International Business Environment – Opportunities and Challenges • Emerging Trends – Startups, Innovation and Digital Economy		
Module V	***Module 5: Applied Business Environment Studies*** • Case Study Analysis of Business Environment Issues • Business Environment Scenario Analysis (News-Based) • Expert Lecture / Seminar Participation and Report Submission • Business Jargon and Corporate Communication Exercise • Industry Observation and Business Environment Report	10	4,5

References:

1. Fernando, A. C. (Latest Edition).*Business Environment*. Pearson Education.Gupta, C. B. (Latest Edition).
2. *Business Environment*. Sultan Chand & Sons. Aswathappa, K. (Latest Edition).
3. *Essentials of Business Environment*. Himalaya Publishing House. Paul, Justin (Latest Edition).
4. *Business Environment: Text and Cases*. McGraw-Hill Education.
5. Neelamegam, V. (Latest Edition). *Business Environment*. Vrinida Publications.

Name of Course:	**BUSINESS ANALYTICS AND AI**
Type of Course	Core
Course Code	**BBAC404**
Course Summary & Justification:	• The course enables students to understand the fundamental concepts, scope, and significance of Business Analytics and Artificial Intelligence in modern business environments. • The course provides insights into the application of Business Analytics and Artificial Intelligence across various sectors such as marketing, finance, healthcare, education, human resource

			management, and business decision-making.	
Semester	2		Credits 4	
Total Student Learning Time (SLT)	Learning Approach	Lecture	Practical	TotalLearningHours
	Authentic learning Case based learning Total	40 5 45	30	75
Pre-requisite		As per the requirement of the course		
Others- Library, Computer lab, seminar and assignment preparations, test, discussion etc.				

COURSE OUTCOMES (CO)

CO No.	**Expected Course Outcome** *Upon completion of this course, students will be able to;*	**Learning Domains**	**PSO No.**
1	Understand the nature, scope, objectives, and importance of Business Analytics in modern business organizations.	U,E	PSO3
2	Explain the various types of Business Analytics including Descriptive, Diagnostic, Predictive, and Prescriptive Analytics and their applications in decision-making.	U,C,A,S	PSO3
3	Understand the meaning, concepts and importance of Artificial Intelligence and its applications in modern society.	R, U, An ,E	PSO1, PSO3
4	Develop basic knowledge about Artificial Intelligence technologies, machine learning concepts and AI applications in different sectors.	I,An	PSO3, PSO5
5	Develop basic analytical and reporting skills for interpreting business data and generating meaningful business insights.	An	PSO3, PSO6
Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S),Interest (I) and Appreciation (Ap)			

Course content

	BBAC404- Business Analytics	**Hours**	**CO No.**
ModuleI	Introduction to Business Analytics- Nature , Scope and Objectives of Business Analytics, Types of Business Analytics- Descriptive Analytics, Diagnostic Analytics, Predictive Analytics and Prescriptive Analytics, Role of Analytics in Modern Business	14	5,6

Module II	Big Data- Features, Types and importance of big data, Business reporting- meaning and significance, Business reporting- significance and types. challenges of business analytics, data science	16	1,2,4
Module III	Artificial Intelligence- history and development of AI, need and importance of AI, types of AI, basic concepts of machine learning and deep learning, advantages and limitations of AI, ethical issues in AI.	16	1,2,4
Module IV	Applications of AI in business, healthcare, education, banking, marketing, agriculture, and entertainment, AI in social media and customer service, chatbots and virtual assistants, future scope of AI, challenges in AI implementation.	16	3
Module V	• Prepare a simple AI-based solution for business or customer service activities • Case study analysis of Artificial Intelligence implementation in different sectors • Website Traffic Analysis • Industry-Based Big Data Case Discussions	10	1,6

References:

1. Alexis Leon, Enterprise resource planning, Third edition, McGraw Hill Education (India) Private Limited
2. Praveen Gujjar& Naveen Kumar V, Business Analytics: Case studies, 2017, Rudhra Publications
3. ArbenAsllani, Business Analytics with Management Science models and methods, 1st edition, Pearson publishers
4. Kalyan D Bamane, Akarsh R. Kapasi&Dr.PreetiPatil, Business Analytics & Business Intelligence

Name of Course:	**DATA VISUALISATION**
Type of Course	SEC
Course Code	**BBAS401**
Course Summary & Justification:	• The course enables students to understand the basic concepts, scope and importance of Data Visualization in modern business and research. • The course provides insights into the applications of data visualization tools and techniques for data interpretation,

			reporting and decision making in different sectors.	
Semester	2		Credits	4

Total Student Learning Time (SLT)	Learning Approach	Lecture	Practical	Total Learning Hours
	Authentic learning	30	30	60
Pre-requisite		As per the requirement of the course		
Others- Library, Computer lab, seminar and assignment preparations, test, discussion etc.				

COURSE OUTCOMES (CO)

CO No.	**Expected Course Outcome** *Upon completion of this course, students will be able to;*	**Learning Domains**	**PSO No.**
1	Understand the meaning, concepts and importance of Data Visualization in modern business and research.	U,E	PSO3
2	Develop basic knowledge about data visualization tools, Charts, dashboards and applications in different sectors.	U,C,A,S	PSO3
3	To introduce students to modern business intelligence and data visualization tools.	R, U, An ,E	PSO3, PSO5
4	To develop practical skills in creating dashboards and interactive reports using Power BI and Tableau.	I,An	PSO3, PSO6
5	To enable students to analyze and visualize business data for decision-making.	An	PSO5, PSO6
**Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S),Interest (I) and Appreciation (Ap)*			

Course content

	BBAS401- Data Visualization	**Hours**	**CO No.**
Module I	Meaning and definition of data visualization, importance of data visualization, history and evolution of data visualization, types of data visualization, charts and graphs, principles of effective visualization, advantages and limitations of data visualization.	18	1,2,4

Module II	Applications of data visualization in business, marketing, finance, healthcare, education, and research, data visualization tools and software, dashboards and reports, data interpretation using visual tools, challenges in data visualization, future scope of data visualization.	16	3
Module III	Spreadsheet-Based Visualization- Introduction to Microsoft Excel and Google Sheets, Data Entry, Cleaning, and Formatting, Creating Charts and Graphs:-Bar Chart , Pie Chart , Line Chart, Histogram , Scatter Plot	14	5,6
Module IV	Data Visualization Tools- Microsoft Power BI, Tableau Introduction to Power BI Components, Dashboard and Report Creation, Importing and Connecting Data Sources, Data Cleaning and Transformation using Power Query Introduction to Tableau Interface- Connecting and Managing Data, Data Preparation and Organization, Dashboard Design and Storytelling	14	5,6
Module V	• Prepare simple charts and graphical presentations using data visualization tools • Analyse the use of dashboards and reports in business and research organizations	10	1,6

PART VII

Horizontal and Vertical Alignment of Courses – BBA / BBA (Honours) / BBA (Honours with Research)

1. Conceptual Framework for Alignment

Vertical Alignment

Vertical alignment ensures progressive learning across semesters where foundational knowledge develops into intermediate, advanced, applied, strategic, and research-oriented competencies.

Horizontal Alignment

Horizontal alignment ensures integration and interdisciplinary linkage among courses offered within the same semester, enabling students to connect concepts, tools, and applications simultaneously.

2. Vertical Alignment of Courses

A. Management and Organizational Competency Stream

Semester	Course	Vertical Progression
Semester 1	Principles of Management	Foundation of management concepts and managerial functions
Semester 2	Organizational Behaviour	Understanding individual and group behaviour in organizations
Semester 3	Human Resource Management	Functional application of people management
Semester 4	Business Environment	Organizational interaction with external environment
Semester 5	Enterprise Resource Planning	Integrated organizational systems and digital processes
Semester 6	Strategic Management	Strategic decision-making and competitive management
Semester 7	Design Thinking & Innovation	Innovation-driven managerial problem solving
Semester	Sustainability & ESG	Responsible and sustainable management practices

7	Management	

B. Finance, Quantitative Techniques and Analytics Stream

Semester	Course	Vertical Progression
Semester 1	Financial Accounting (P)	Basic accounting concepts and financial recording
Semester 1	Business Statistics (P)	Statistical foundations for business decisions
Semester 2	Business Economics	Economic reasoning for business decisions
Semester 3	Financial Management	Corporate financial planning and control
Semester 4	Business Research Methods	Research design and analytical methods
Semester 4	Business Analytics & AI (P)	Data-driven decision making and AI applications
Semester 4	Data Visualisation (P)	Interpretation and presentation of business data
Semester 5	Optimisation Techniques for Business (P)	Quantitative business modelling and optimization
Semester 6	Personal Finance	Individual financial planning and wealth management
Semester 7	Machine Learning / Python Programming (P)	Advanced analytics and computational business applications
Semester 7 (Research)	Advanced Research Methods	Advanced quantitative and qualitative research techniques
Semester 8 (Research)	Dissertation	Independent research and analytical application

C. Marketing, Operations and Business Systems Stream

Semester	Course	Vertical Progression
Semester 2	Marketing Management	Principles of marketing and customer orientation
Semester 4	Operations Management	Process management and operational efficiency
Semester 5	Logistics and Supply Chain Management	Integrated supply chain systems
Semester 6	International Business	Global trade and cross-border business operations
Semester 7	Quick Commerce and Gig Economy	Emerging digital business models and platform economy

D. Entrepreneurship, Innovation and Emerging Business Stream

Semester	Course	Vertical Progression
Semester 3	Entrepreneurship and Startup Ecosystem	Startup creation and entrepreneurial mindset
Semester 4	Business Analytics & AI (P)	Technology-enabled business transformation
Semester 5	Enterprise Resource Planning	Digital enterprise integration
Semester 7	Design Thinking & Innovation	Innovation and business model development
Semester 7	Quick Commerce and Gig Economy	Contemporary entrepreneurial ecosystem

E. Communication, Ethics and Personality Development Stream

Semester	Course	Vertical Progression
Semester 1	English – I	Basic communication and language skills
Semester 1	Wellness & Life Skills	Personal effectiveness and wellbeing
Semester 2	English – II	Advanced communication skills
Semester 2	Ethics & Human Values	Ethical reasoning and social responsibility
Semester 3	Business Communication	Professional communication and business correspondence
Semester 3	Legal Aspects of Business	Legal and ethical business compliance
Semester 6	Strategic Management	Leadership and strategic communication
Semester 7	Sustainability & ESG Management	Ethical and sustainable business governance

F. Research, Internship and Experiential Learning Stream

Semester	Course	Vertical Progression
Semester 3	Spreadsheet Skills for Business (P)	Basic business computing and data handling
Semester 4	Organization Study / Internship	Exposure to organizational systems
Semester 4	Business Research Methods	Introduction to research methodology
Semester 5	Optimisation Techniques for Business (P)	Applied business problem-solving
Semester 6	Internship II	Field immersion and practical exposure

Semester 7 (Research)	Advanced Research Methods	Specialized research competency
Semester 8	Industry Oriented Mini Project	Applied industry-based project execution
Semester 8 (Research)	Dissertation	Independent research contribution

3. Horizontal Alignment of Courses

Semester 1 – Foundation Semester

Courses	Horizontal Integration
Principles of Management + Financial Accounting	Understanding organizational structure alongside financial recording
Business Statistics + Financial Accounting	Quantitative analysis for accounting and reporting
English + Wellness & Life Skills	Communication, personality and employability enhancement
Environmental Studies + Management	Sustainable business awareness

Outcome:

Students acquire foundational managerial, analytical, communication, and environmental awareness skills.

Semester 2 – Behavioural and Functional Integration

Courses	Horizontal Integration
Organizational Behaviour + Marketing Management	Consumer and employee behaviour perspectives
Business Economics + Marketing	Market demand and pricing decisions
Emerging Technologies & Applications + Marketing	Digital business and technology integration
Ethics & Human Values + Organizational Behaviour	Ethical workplace behaviour and organizational culture

Outcome:

Students develop understanding of organizations, markets, economics, and emerging digital technologies.

Semester 3 – Functional Skill Development

Courses	Horizontal Integration
Human Resource Management + Business Communication	Workplace communication and HR practices
Financial Management + Spreadsheet Skills	Financial analysis using spreadsheet tools
Entrepreneurship + Legal Aspects of Business	Regulatory aspects of startups and business formation
Disaster Management + Entrepreneurship	Business continuity and resilience planning

Outcome:

Students gain managerial, entrepreneurial, legal, and analytical competencies.

Semester 4 – Analytics and Applied Management Semester

Courses	Horizontal Integration
Business Research Methods + Business Analytics & AI	Data collection, analysis, and AI-supported decision-making
Operations Management + Data Visualisation	Operational performance analysis and reporting
Business Environment + Internship	Practical understanding of business environment and organizations
IPR + Innovation & Analytics	Intellectual property awareness in innovation-driven businesses

Outcome:

Students develop analytical, operational, and research-oriented competencies with practical exposure.

Semester 5 – Systems and Supply Chain Integration

Courses	Horizontal Integration
ERP + Logistics and Supply Chain Management	Integrated enterprise operations and logistics systems
Optimization Techniques + Supply Chain	Quantitative optimization in logistics and operations
Specialisation Electives	Domain-specific competency building
Blue Economy & Business + Logistics	Maritime and sustainable business opportunities

Outcome:

Students acquire systems thinking, operational optimization, and specialization knowledge.

Semester 6 – Strategic and Global Integration

Courses	Horizontal Integration
International Business + Strategic Management	Global strategic decision-making
Personal Finance + International Business	International financial awareness and financial planning
Internship II + Strategic Management	Strategic analysis through industry exposure
Specialisation Electives	Advanced domain expertise

Outcome:

Students develop global, strategic, and applied managerial competencies.

Semester 7 – Innovation, Sustainability and Advanced Application

BBA (Honours)

Courses	Horizontal Integration
Machine Learning/Python + Quick Commerce	Technology-driven digital business models
Design Thinking + Sustainability & ESG	Sustainable innovation and responsible business practices
Specialisation Electives	Advanced disciplinary specialization

BBA (Honours with Research)

Courses	Horizontal Integration
Advanced Research Methods + Sustainability & ESG	Research-driven sustainable business solutions
Machine Learning/Python + Research Methods	Analytical and computational research capability
Design Thinking + Research	Innovation-oriented research applications

Outcome:

Students achieve advanced innovation, sustainability, analytical, and research capabilities.

Semester 8 – Capstone Integration

BBA (Honours)

Courses	Horizontal Integration
Specialisation Electives + Mini Project	Application of specialization knowledge to industry projects
Mini Project + Internship Exposure	Industry-oriented experiential learning

BBA (Honours with Research)

Courses	Horizontal Integration
Dissertation + Electives	Independent research in specialization domain
Dissertation + Research Methods	Application of advanced research methodology

Outcome:

Students demonstrate professional competence through project work or independent research.

4. Overall Academic Progression Structure

Stage	Semesters	Academic Focus
Foundation Stage	Semesters 1–2	Fundamental business knowledge, communication, quantitative skills
Functional Stage	Semesters 3–4	Functional management skills, analytics, entrepreneurship, research exposure
Strategic and Specialization Stage	Semesters 5–6	Systems thinking, specialization, strategic and global management
Advanced / Honours Stage	Semesters 7–8	Innovation, sustainability, advanced analytics, research, and industry integration

5. Consolidated Programme-Level Outcomes Emerging from Horizontal and Vertical Alignment

The integrated horizontal and vertical alignment of courses across the BBA programme is expected to facilitate the following cumulative learning outcomes:

1. Development of strong foundational knowledge in management, accounting, economics, statistics, communication, and business systems.
2. Acquisition of analytical and quantitative competencies through statistics, financial management, business analytics, optimization techniques, and machine learning applications.
3. Enhancement of managerial and leadership capabilities in organizational behaviour, human resource management, operations, and strategic management.
4. Development of entrepreneurial mindset, innovation orientation, and startup ecosystem awareness.

5. Integration of technology-driven business competencies through ERP, AI, data visualization, machine learning, and emerging technologies.
6. Strengthening of communication, ethical reasoning, legal awareness, and interpersonal effectiveness.
7. Development of global business understanding through international business and sustainability-oriented courses.
8. Application of research skills, analytical reasoning, and evidence-based decision-making through research methods, projects, internships, and dissertation work.
9. Promotion of experiential learning through internships, organization study, mini projects, and industry-oriented engagement.
10. Development of multidisciplinary and socially responsible perspectives through environmental studies, ESG management, blue economy, disaster management, and ethics-based courses.
11. Enhancement of employability, professional competency, and digital readiness aligned with emerging business environments.
12. Preparation of students for higher studies, entrepreneurship, research careers, and managerial positions in diverse sectors.

6. Key Strengths of the Alignment Framework

1. Progressive competency development from foundational to advanced levels.
2. Strong integration of management, analytics, technology, sustainability, and entrepreneurship.
3. Balanced emphasis on theoretical knowledge and practical application.
4. Inclusion of internships, projects, and research components for experiential learning.
5. Industry relevance through AI, ERP, machine learning, quick commerce, and gig economy courses.
6. Alignment with NEP-oriented multidisciplinary and skill-based education framework.
7. Research pathway through Honours with Research option.
8. Enhanced employability through communication, analytics, and digital business competencies.

Vetted by Faculty Board of Studies in its Ninth Meeting held on 22.05.2026