

BBA 2024 - 2028						
BBA 2024-2028 SEMESTER I						
S. No	Course Code	Course Name	L	T	P	Credit
1	MBBA117L	Introduction to Organisation Behaviour	2	0	0	2
2	MBBA107L	Quantitative Techniques	3	1	0	4
3	MBBA119L	Principles of Economics- I	2	0	0	2
4	MBBA100IL	Modern Management Practices	3	0	0	3
5	MBBA116L	Principles of Marketing Management	3	0	0	3
6	MBBA111L	English Communication	2	0	4	4
7	MBBA195J	Community Service Project	0	0	4	2
		Total Credits				20
BBA 2024-2028 SEMESTER II						
S. No	Course Code	Course Name	L	T	P	Credit
1	MBBA1002L	Financial Accounting & Analysis	3	1	0	4
2	MBBA406L	Principles of Economics- II	2	0	0	2
3	MBBA210L	Introduction to Human Resource Management	3	0	0	3
4	MBBA1004L	Introduction to Data Science	2	0	2	3
5	MBBA100L	Spreadsheet Modelling and Data Visualisation	2	0	2	3
6	MBBA1006L	Thoughts & Writing	2	0	2	3
7	MBBA1008L/ MBBA1012L/ MBBA1014L	Foreign Language-French/ Introduction to Sociology/ Management and Wisdom from India	2	0	0	2
		Total Credits				20
BBA Batch 2024-2028 SEMESTER III						
S.No	Course Code	Course Name	L	T	P	Credit
1	MBBA130L	Fundamentals of Financial Management	3	1	0	4
2	MBBA229L	Production & Operations Management	4	0	0	4
3		Management Accounting	3	0	0	3
4		India through Indian Constitution	2	0	0	2
5		DSE 1	3	0	0	3
6		VC- 1	2	0	0	2
7	MBBA229L	Environmental Studies	3	0	0	3
		Total Credits				21
BBA Batch 2024-2028 SEMESTER IV						
S.No	Course Code	Course Name	L	T	P	Credit
1	MBBA237L	Law & Governance	3	0	0	3
2		Digital Marketing	3	0	0	3
3	MBBA223L/ MBBA238L/ MBBA234L	Modern Indian Language (Hindi/Sanskrit/Malyalam)	2	0	0	2
4		Creativity & Storytelling	0	0	4	2
5		DSE 2	3	0	0	3
6		DSE 3	3	0	0	3
7		VC 2	2	0	0	2
		Total Credits				20
BBA Batch 2024-2028 SEMESTER V						
S.No	Course Code	Course Name	L	T	P	Credit
1		Sustainability and Circular Economy	3	0	0	3
2	MBBA208L	Design Thinking and Innovation	2	0	2	3
3		DSE 4	3	0	0	3
4		DSE 5	3	0	0	3
5		GEC- 3	2	0	0	2
6		GEC- 3	0	0	4	2
7	MBBA296J	Summer Internship	0	0	8	4
8		VC 3	2	0	0	2
		Total Credits				22

BBA Batch 2024-2028 SEMESTER VI						
S.No	Course Code	Course Name	L	T	P	Credit
1		Behaviourial and Personal Finance	2	0	0	2
2		Health & Wellness	0	0	4	2
3		Emerging Technologies and Opportunities	2	0	0	2
4		Campus to Corporate	0	0	4	2
5		DSE 6	3	0	0	3
6		DSE 7	3	0	0	3
7		DSE 8	3	0	0	3
		Total Credits				17
BBA Batch 2024-2028 SEMESTER VII						
S.No	Course Code	Course Name	L	T	P	Credit
1		Methods of Qualitative & Quantitative Research	3	0	2	4
2		Managerial Effectiveness Workshop	1	0	4	3
3		Business Simulation	0	0	12	6
4		Personal Branding	1	0	4	3
5		Community Project	0	0	8	4
6		Dissertation in specialisation	0	0	8	4
		Total Credits				24
BBA Batch 2024-2028 SEMESTER VIII						
S.No	Course Code	Course Name	L	T	P	Credit
1		Research Project	0	0	24	12
2		Community Engagement	0	0	8	4
		Total Credits				24
BBA 2024-2028 SEMESTER II (FOR ACCA ONLY)						
S. No	Course Code	Course Name	L	T	P	Credit
1	MBBA115L	Financial Accounting	3	1	0	4
2	MBBA1016L	Business and Technology	3	0	0	3
3	MBBA1018L	Financial Reporting	3	0	0	3
BBA 2024-2028 SEMESTER III (FOR ACCA ONLY)						
S. No	Course Code	Course Name	L	T	P	Credit
1		Financial Management	3	1	0	4

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BBA 2024-2028 SEMESTER IV (FOR ACCA ONLY)						
S. No	Course Code	Course Name	L	T	P	Credit
1		Corporate & Business Law	3	0	0	3
2	MBBA3044L	Storytelling with data	0	0	4	2
BBA 2024-2028 SEMESTER VI (FOR ACCA ONLY)						
S. No	Course Code	Course Name	L	T	P	Credit
1		Industry Review Project	0	0	4	2
DISCIPLINE SPECIFIC ELECTIVES (DSE)						
HUMAN RESOURCE MANAGEMENT						
S. No	Course Code	Course Name	L	T	P	Credit
1	MBBA268L	HR Tools and Techniques	3	0	0	3
2	MBBA263L	Conflict Management	3	0	0	3
3	MBBA372L	Organisational Development	3	0	0	3
4	MBBA375L	Industrial Relations and Labour Laws	3	0	0	3
5	MBBA377L	Leadership and Change Management	3	0	0	3
6	MBBA264L	Recruitment and Selection	3	0	0	3
7	MBBA374L	Talent Management and Employee Engagement	3	0	0	3
BUSINESS ANALYTICS						
S. No	Course Code	Course Name	L	T	P	Credit
1		Programming in Python	3	0	0	3
2		Predictive Modelling	3	0	0	3
3		Natural Language Processing	3	0	0	3
4	MBBA3040L	Introduction to SQL	3	0	0	3
5		SAS	3	0	0	3
6	MBBA3041L	Data Visualisation	3	0	0	3
7	MBBA3042L	Machine Learning and AI	3	0	0	3
8	MBBA3044L	Web and Social Media Analytics	3	0	0	3
9	MBBA358L	Marketing Analytics	3	0	0	3
10		Data Mining for Business Intelligence	3	0	0	3
INTERNATIONAL ACCOUNTING & FINANCE						
S. No	Course Code	Course Name	L	T	P	Credit
1		Strategic Business Reporting	3	0	0	3
2		Strategic Business Leadership	3	0	0	3
3	MBBA387L	Performance Management	3	0	0	3
4		Advanced Financial Management/Advanced Performance Management	3	0	0	3
5		Audit & Assurance	3	0	0	3
6		Taxation (UK)	3	0	0	3
7		Advanced Audit & Assurance/ Advanced Taxation (UK Tax)	3	0	0	3
FINANCE						
S. No	Course Code	Course Name	L	T	P	Credit
1	MBBA250L	Financial Markets	3	0	0	3
2	MBBA340L	Financial Modeling and Analytics	3	0	0	3
3	MBBA240L	Commercial Banking	3	0	0	3
4	MBBA253L	Corporate Finance	3	0	0	3
5		Introduction to Fintech	3	0	0	3
6	MBBA371L	Security Analysis & Portfolio Management	3	0	0	3
7	MBBA354L	Derivatives	3	0	0	3
8	MBBA373L	Financial Services and Insurance	3	0	0	3
9	MBBA370L	Project Finance	3	0	0	3
10		Taxation	3	0	0	3

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INTERNATIONAL BUSINESS						
S. No	Course Code	Course Name	L	T	P	Credit
1	MBBA258L	International Business Environment	3	0	0	3
2	MBBA262L	Emerging Markets in International Business	3	0	0	3
3	MBBA280L	EXIM Procedures and Documentation	3	0	0	3
4	MBBA360L	International Finance	3	0	0	3
5	MBBA379L	Cross Cultural Management	3	0	0	3
6	MBBA381L	International Supply Chain Management & Logistics	3	0	0	3
7	MBBA383L	International Marketing	3	0	0	3
8	MBBA376L	Launching a Product in International Market	3	0	0	3
MARKETING						
S. No	Course Code	Course Name	L	T	P	Credit
1		Luxury Brand Management	3	0	0	3
2		Brand Management	3	0	0	3
3	MBBA247L	Marketing Research	3	0	0	3
4	MBBA383L	International Marketing	3	0	0	3
5	MBBA369L	Integrated Marketing Communication	3	0	0	3
6	MBBA249L	Consumer Behavior and Marketing	3	0	0	3
7		Sales Force Management	3	0	0	3
8		Social Media Marketing	3	0	0	3
9	MBBA342L	Retail Management	3	0	0	3
10	MBBA346L	Pricing Strategy	3	0	0	3
ENTREPRENEURSHIP						
S. No	Course Code	Course Name	L	T	P	Credit
1		Global Entrepreneurship	3	0	0	3
2	MBBA272L	Family Businesses Essentials: Development & Growth	3	0	0	3
3	MBBA260L	Social Entrepreneurship & Corporate Venturing	3	0	0	3
4	MBBA392J	Live Project- 2	3	0	0	3
5	MBBA349L	Entrepreneurial Marketing & Finance	3	0	0	3
6	MBBA276L	Entrepreneurial Strategy	3	0	0	3
7	MBBA391J	Live Project- 1	3	0	0	3
8	MBBA368L	Venture Creation Strategy and Simulation	3	0	0	3
FINTECH						
S. No	Course Code	Course Name	L	T	P	Credit
1		Digital Wallets	3	0	0	3
2		Payment Solutions	3	0	0	3
3		Online funding and Crowdsourcing	3	0	0	3
4		Mobile and Digital Banking	3	0	0	3
5		Peer-to-Peer Lending	3	0	0	3
6		Regtech	3	0	0	3
7		Insuretech	3	0	0	3
8		Online remittance	3	0	0	3
9		Compliance solutions	3	0	0	3
10		Open Banking	3	0	0	3

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GENERAL ELECTIVE COURSES (GEC)						
S. No	Course Code	Course Name	L	T	P	Credit
1		Cryptocurrencies and Payments	2	0	0	2
2		Introduction to Psychology	2	0	0	2
3		Blockchain Technology	2	0	0	2
4		Introduction to Philosophy	2	0	0	2
5		Family Business Management	2	0	0	2
6		Introduction to International Business	2	0	0	2
7		Wealth Management	2	0	0	2
8		Project Management	2	0	0	2
9		Fundamentals of Start-up	2	0	0	2
10		Open Elective	2	0	0	2
11		Business Storytelling	2	0	0	2
VOCATIONAL COURSES (VC)						
S. No	Course Code	Course Name	L	T	P	Credit
1		Photography and Video editing	2	0	0	2
2		Fundamentals of Entrepreneurship	2	0	0	2
3		Introduction to Python Programming	2	0	0	2
4		Fundamentals of GST	2	0	0	2
5		Introduction to Tally	2	0	0	2
6		Risk Management and Insurance	2	0	0	2
7		Algorithmic Trading	2	0	0	2
8		Introduction to SQL	2	0	0	2
9		Financial Awareness and Inclusion	2	0	0	2

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Semester - I

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Name of Program	Bachelor of Business Administration				
MBBA117L	Introduction to Organizational Behaviour	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	None				

Course Outcomes (COs)

CO1: Analyse organizational behavioural issues in the context of organizational behavior theories, models, and concepts.

CO2: Predict, adopt, and integrate the individual behaviour with the organizational behaviour.

CO3: Analyze the behavior of groups and teams in organizations in terms of the key factors that influence organization behaviour.

CO4: Analyse the various leadership styles and the impact of power and politics in an organization. Also gain knowledge on organization culture, its significance and impact in an organization.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	1	1		3	3		3
CO2				1	1	2		3
CO3		2	3	1	3	1	1	3
CO4	3	2	2		3	3	1	

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Organizational Behaviour - Introduction

15 lecture hours

Organizational Behaviour introduction: concept and significance; elements, levels, relationship to other fields; OB Models, Contemporary challenges, Attitude: meaning and definition, components, formation, changing of attitude, Perception: meaning and definition, process, factors influencing perception, perceptual errors or distortions, Personality: meaning and definition, the big five personality model, the Myers Briggs Type Indicator, additional work-related aspects of personality, Learning and behaviour modification

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Module II: Group Dynamics - Group Level of Analysis**15 lecture hours**

Groups and Teams, Types of Teams, Stages in group development, problems in teamwork, Conflict: Definition and Meaning, Sources of Conflict, Types of Conflict, Power and Politics: Power and its Two Faces, Difference between the power and Politics, Leadership: Definition and Meaning, Theories of Leadership

Text Books:

1. Robbins, S. P., Judge, P. A. & Vohra, N. (2018). Organizational Behaviour (14th ed.). New Delhi: Pearson
2. Pareek, U. Understanding Organizational Behaviour (3rd ed.). Oxford University Publications

Reference Books:

1. Aswathappa, K., & Reddy, G. S. Organisational Behaviour (Vol. 12). Himalaya Publishing House

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	30%	30%	40%	100%

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Name of Program	Bachelor of Business Administration				
MBBA107L	Quantitative Techniques	L	T	P	C
Owning School/Department	School of Management	3	1	0	4
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: To develop the ability to identify and understand the modern decision making paradigm.

CO2: To enable the relating ability of real time instances and quantitative data

CO3: To be able to define the patterns in the real business world data

CO4: To develop the ability to summarize the real world data from qualitative and quantitative aspects

CO5: To be able to extend the existing and derived meanings towards advance decision insights

CO6: To enable to explain the developed insights for informed decision making

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO 2	POS 3
CO1	1	2	2	2	3	2	2	2
CO2	1	1	2	1	1	2	2	2
CO3	1	1	3	3	1	2	2	2
CO4	3	1	3	3	3	3	3	3
CO5	3	3	1	3	2	3	3	3
CO6	3	3	1	2	2	3	3	3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1: Introduction to Excel

12 lecture hours

Knowing excel and basic insights, Quantitative methods, numbers and business Key arithmetical procedures, Fractions- Common, Decimal, Mixed

Module 2: Percentage, Ratio and Proportions

5 lecture hours

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Module 3: Linear models	10 lecture hours
Linear equations, Simultaneous equations, Break-even analysis, programming	Inequalities, Linear
Module 4: Dealing with curves	4 lecture hours
Simple forms of non-linear equations The Economic Order Quantity model & other applications	
Module 5: Data and appropriation	3 lecture Hours
Working with Data, Sources of data Types of data Arrangement of data	
Module 6: Data Presentation	4 lecture Hours
Displaying qualitative data Displaying quantitative data Presenting bivariate quantitative data Presenting time series data	
Module 7: Data Summarization	8 lecture Hours
Measures of location Measures of spread – theory and calculation on excel	
Module 8: Set Theory	3 lecture hours
Concept and applications Approaches towards logic building	
Module 9: Summarizing Money Variables	4 lecture hours
Index numbers Investment appraisal Compound Interest	
Module 10: Assessing Risk	4 lecture hours
Introducing Probability- Measuring probability The types of probability The rules of probability Tree diagrams	
Module 11: Analysing Decisions	3 lecture hours
Expectation Decision rules Decision trees Ideas from the Real World	

STUDIO WORK / LABORATORY EXPERIMENTS:

Tutorial classes to be held every week- self study assignments to be administered

Text Books:

1. Buglear, J. (2012). Quantitative methods for business and management. Pearson

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Reference Books:

1. Gupta, S.P. Statistical Methods (Sultan Chand & Sons)
2. Newbold, P., W. Carlson and B. Thorne Statistics for Business and Economics. (Pearson)

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	30	30	40	100%

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Name of Program	Bachelor of Business Administration				
MBBA119L	Principles of Economics I	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand the fundamentals of microeconomics, key concepts related to resource allocation at an individual level.

CO2: Understand dynamics of price setting in a market and interaction between consumers, firms, and the role of government intervention.

CO3: Understand the concepts underlying the strategies for price-setting and profit-making followed by firms under different market structures.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO 2	POS 3
CO1	3		2			3		
CO2	3					3		
CO3	3		2			3		1

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Why do we need to study microeconomics? 5 lecture hours

What is Economics, microeconomics? Key concepts in economics.

Module II: Demand and Supply in a market 11 lecture hours

Determinants of supply, determinants of demand, and market equilibrium, Elasticity, government intervention and impact of tax on market equilibrium

Module III:

Firm behaviour and market structure 14 lecture hours

Production and cost theory, Types of market structures and profit maximization

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Text Books:

1. Mankiw (2015). Principles of Microeconomics. Cengage Learning.

Reference Books:

1. Salvatore & Rastogi (2016). Managerial Economics: Principles and Worldwide Applications. Oxford Publications, 8th Ed.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Name of Program	Bachelor of Business Administration				
MBBA1001L	Modern Management Practices	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: To develop the ability to identify, understand, and evaluate key management theories and their evolution.

CO2: To compare and analyse different management approaches for their applicability in various organizational contexts.

CO3: To synthesize insights from management theories and practices for strategic problem-solving and decision-making.

CO4: To effectively communicate management insights and strategic recommendations to stakeholders for organizational improvement.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	2	1	2	1	3	2	1
CO2	2	3	1	2	1	3	2	2
CO3	2	3	2	3	2	3	3	2
CO4	1	2	3	2	3	2	2	3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Evolution of Management Thought:

Classical Theory of Management:

12 lecture hours

Theory, Practical Insights and Applications in:

Scientific Management Theory- F.W. Taylor

Bureaucratic Theory- Max Weber

Administrative or Classical Management - H. Fayol

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Neoclassical Theory of Management:

Theory, Practical Insights and Applications in:

- i) Human Relations Theory- B.E. Mayo and Roethlisberger
- ii) Need Hierarchy Theory of Motivation - A. Maslow
- iii) Theory X and Theory Y - D.M. McGregor

Module II: Modern Management Theory:

11 lecture hours

- i. Theory, Practical Insights and Applications in:
- ii. Quantitative Theory - Johan McDonald, George R. Terry, Andrew Szilagy
- iii. System Theory – Herbert A. Simon, Chester Bernard, Ludwig Von Bertalanffy & others
- iv. Contingency Theory – John Woodward, J.W. Lorsch, P.R. Lawrence and others
- v. Emotional Intelligence - Daniel Goleman
- vi. Theory Z - William Ouchi

Module III: Contemporary and Applied Perspectives in Management: 10 lecture hours

- i. Theory, Practical Insights and Applications in:
- ii. Competitive Analysis: Five Forces Model- Michael E Porter
- iii. Change Management - John Kotter
- iv. Management Innovation – Gary Hamel
- v. Core Competency - C.K. Prahlad & Gary Hamel

Module IV: Modern Practices in Management:

12 lecture hours

Theory, Practical Insights and Applications in:

- i. Total Quality Management (TQM)
- ii. Kaizen Project Management
- iii. Business Process Re-engineering
- iv. Lean Management
- v. Six Sigma
- vi. McKinsey's 7-S Model
- vii. SWOT Analysis

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Text Books:

1. Robbins, Stephen P., Mary Coulter, Amy Randel, and Rajeesh Viswanathan. 2022. Management. Fifteenth Edition. Pearson.
2. Tripathi, P.C., P.N. Reddy, and Ashish Bajpai. 2021. Principles of Management. Seventh Edition. McGraw Hill.
3. Ganguly, Atreyee, and Joyeta Bhadury. 2019. Principles of Management. First Edition. Cengage.
4. Stoner, James A.F., R. Edward Freeman, Daniel R. Gilbert, Ranjeet Nambudiri, and Amitabh Deo Kodwani. 2018. Management. Sixth Edition. Pearson.

Reference Books:

1. Strategic Management: Concepts and Case by Fred R David, Thirteenth Edition, Pearson.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Name of Program	Bachelor of Business Administration					
MBBA116L	Principles of Marketing Management	L	T	P	C	
Owning School/Department	School of Management	3	0	0	3	
Pre-requisites/Exposure	None					

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Application: Remember functional business knowledge and apply managerial skills in changing business environment.

CO2: Critical Thinking: Demonstrate critical thinking skills to address diverse business challenges and opportunities.

CO3: Communication: Practice effective communication with different stakeholders

CO4: Lifelong Learning: Demonstrate commitment to continuous learning

CO5: Ethics: Relate and follow professional and ethical principles

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3			2	3	1	3
CO2	2	2		3		2	3	3
CO3		3	3	3		3	3	2
CO4	2			2		2	2	2
CO5			3		3	2	1	1

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to Marketing Concepts and the Marketing Process **15 lecture hours**

What Is Marketing and Marketing Process? Customer Needs, Wants, and Demands; Market Offerings—Products, Services, and Experiences, Customer Value and Satisfaction

Defining a market-oriented mission, setting company objectives and goals, designing the business portfolio, Customer driven marketing strategy, developing an integrated marketing mix, marketing analysis, marketing planning and implementation, marketing department organization and marketing control.

Analyzing the Marketing Environment-The Microenvironment and Macro-environment. Consumer markets and consumer buyer behavior, Model of Consumer Behavior,

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Characteristics Affecting Consumer Behavior, Buying Decision Behavior and the Buyer Decision Process, The Buyer Decision Process for New Products,

Business markets and business buyer behavior-market structure and demand, nature of the buying unit, types of decision and the decision process, major types of buying situations, participants in the business buying process, major influences on business buyers, the business buying process, e-procurement, institutional markets, and government markets.

Module II: Creating Value for target customers

15 lecture hours

Segmenting consumer markets, segmenting business markets, segmenting international markets, requirements for effective segmentation. evaluating market segments, selecting target market segments, socially responsible target marketing. differentiation and positioning- positioning maps, choosing a differentiation, and positioning strategy, communicating, and delivering the position chosen position, Product services and branding strategy- what is a product? levels of product and services, Product, and service classification. Product and service decisions, Product line decisions and product mix decisions. Brand equity, building a strong brand, managing brands, services marketing- nature and characteristic of service, marketing strategies for service firm. New product development and product lifecycle strategies- new product development process, managing new product development, product lifecycle strategies. What is price? factors to consider when setting prices, new product pricing strategies, product mix pricing strategy, price adjustment strategies, price changes, public-policy and pricing. The nature and importance of marketing channels, channel behavior and organization, channel design decisions, channel management decisions, public policy and distribution decisions, marketing logistics and supply chain management. Integrated marketing communications, a view of the communication process, steps in developing effective communication, setting the total promotion budget and mix, socially responsible marketing communication. Advertising and public relations, Personal selling, managing salesforce, supervising, and motivating salespeople, personal selling process, sales promotion, direct, online social media, and mobile marketing.

Module III: Competitors' analysis

15 lectures hours

Competitors' analysis- identifying competitors assessing competitors, selecting competitors to attack and avoid, designing a competitive intelligence system, approaches to marketing strategy, competitive positions, market leader strategies, market challenger strategies, market follower strategies, market nicher strategies, balancing customer, and competitor orientations.

Text Books:

1. Kotler, P., Armstrong, G., & Agnihotri, P. H. (2018). Principles of Marketing. Pearson, 17th Edition.

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Reference Books:

1. Lamb, Hair, Sharma, & McDaniel (2018). *MKTG. A South Asian Perspective*, Cengage Learning.
2. Kotler, Philip and Gary Armstrong, *Principles of Marketing*, 17th Edition, New Delhi, Pearson Education, 2018.
3. Darymple, Douglas J ., and Leonard J. Parsons, *Marketing Management: Text and Cases*, 7th Edition, John Wiley & Sons(Asia) Pte. Ltd., 2002.
4. Kotler, Philip., and Kevin Lane Keller, *Marketing Management*, 12th Edition, New Delhi, Pearson Education, 2006.
5. “Rethinking the 4Ps” by Ettenson, Conrado, & Knowles.
6. *Building Loyalty in Business Markets* by Das Narayandas
7. *Mapping Your Competitive Position”* - Richard A. D'Aveni
8. *Making Your Marketing Strategy Work”* - Thomas V. Bonoma
9. *Rediscovering Market Segmentation”*- Daniel Yankelovich, David Meer

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	30%	30%	40%	100%

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Name of Program	Bachelor of Business Administration				
MBBA111L	English Communication	L	T	P	C
Owning School/Department	School of Management	2	0	4	4
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Apply the understanding of principles, theories and concepts about verbal and non-verbal communication in the business context.

CO2: Write business documents, such as emails, memos, cover letters, meeting agenda and minutes with clarity in expressions, structured arguments and reasoned conclusions.

CO3: Deliver persuasive professional-quality formal presentations by exhibiting clarity, logical structure, credibility, effective use of visual aids/technology and appropriate body language.

CO4: Employ effective listening for impactful and empathetic interpersonal interactions in professional setting to foster collaborative communication within teams, mitigate conflict and give as well as receive constructive feedback.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3		3			2	2	2
CO2		3	2				2	
CO3	2	3	3	2	2	2	3	2
CO4	3	3	3	2	2	2	2	3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to Communication

4 lecture & 2 practical hours

Purpose, process and importance of business communication, types of communication.

Barriers to Communication: Interpersonal, Intrapersonal & Organizational, Measures to overcome the barriers, the 7C's of Communication.

Module II: Communication Styles

4 lecture & 3 practical hours

Self-assessment of communication styles, DISC- Types

Module III: Non-verbal Communication

4 lecture & 6 practical hours

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Significance in of non-verbal communication business interactions, the dimensions of non-verbal communication- Kinesics, Proxemics, Haptics etc.

Module IV: Making Persuasive Presentations 4 lecture & 8 practical hours

Oral business presentation: purpose –audience-locale, steps in making a presentation- research and planning-structure and style (class presentation by teams/groups).

Persuasive public speaking – persuasive appeals and rhetoric: Ethos, Pathos, Logos.

Module V: Listening Skills 4 lecture & 3 practical hours

Listening process, common barriers to the listening process, measures to improve listening.

Listening as an important skill in the workplace, giving and receiving feedback.

Module VI: Team Communication 4 lecture & 2 practical hours

Know stages of team formation.

Managing team conflicts, group discussions

Conducting effective meetings by getting everyone to participate and following meeting etiquette.

Module VII: Business Writing 6 lecture & 6 practical hours

The importance of business writing; style and tone in business writing; drafting cover letters and positive or negative messages.

E-mail writing, e-mail etiquette and preparing meeting agenda and minutes.

Memo and notice writing: guidelines, language and format.

Module VIII: Language Lab for Communicative Competence 30 practical hours

Self -paced listening, speaking, reading, writing, grammar and vocabulary exercises on a prescribed platform will be undertaken by students during the Language Lab sessions, through independent study.

Text Books:

1. Courtland L. Bovee, John V. Thill and Abha Chatterjee, Business Communication Today (10th ed.), Pearson Publication . 9788131757994

Reference Books:

1. Chaturvedi P.D and Mukesh Chaturvedi, The Art and Science of Business Communication (4th Edition), Pearson Publication. ISBN 978-325-8728-1
2. Business Communication for Managers by Payal Mehra, Published by Pearson, ISBN 978-93-325-7664

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3. Ancona, Deborah, Thomas W. Malone, et al. "In Praise of the Incomplete Leader." Harvard Business Review, February 2007.
4. Carla Ann Harris video: Take The Lead Women. "How To Own Your Power Presentation." May 5, 2014. YouTube.
5. Cialdini, Robert B. "Harnessing the Science of Persuasion." Harvard Business Review, October 2001.
6. TED Talk: Cuddy, Amy. Your Body Language Shapes Who You Are. TED Talk. TED.com. June, 2012.
7. Pentland, Alex. "The New Science of Building Great Teams." Harvard Business Review (2012).

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Name of Program	Bachelor of Business Administration				
MBBA195J	Community Service Project	L	T	P	C
Owning School/Department	School of Management	4	0	0	4
Pre-requisites/Exposure	None				

Course Outcomes (COs)

By the end of this course, students will be able to:

CO1: Understand the importance of working in a group towards solving a societal goal.

CO2: Demonstrate empathy, sensitivity and responsibility towards the needs of the society

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO 2	POS 3
CO1			2	2	3		2	3
CO2		2	2	2	3		2	3

1=weakly related

2= moderately related

3=strongly related

Module 1: Introduction

2 lecture hours

Introduction to the course and activities, Exploration and identification of activities/project, Identification of organizations for target community group, Formation of teams working in different areas Feasibility of the identified project.

Module 2: Project Initiation Phase I

10 lecture hours

Problem identification and formulation, Preparation of activity schedule and task assignment, Submission of plan of action to supervisor.

Module 3: Project Progress Phase II

8 lecture hours

Regular field visit to the localities or communities where the work has been identified, Analysis of works being carried out, Re-work on strategy formulated if any deviation appears.

Module 4: Project Completion-Phase II

40 lecture hours

Field Visits and culmination of project work, Findings and analysis of activities conducted, Expediting the project work, Final Report Submission, Presentation and Viva.

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Text Books:

None

Reference Books:

None

TEACHING-LEARNING STRATEGIES

The instructor will be available for discussion regularly every week.

This is a project-based course. The students learn by way of exploring real-world challenges and finding innovative ways to address the same. The course instructors constantly motivate and guide them through to the completion of the course. The students have option to carry out this project in any one of three (or in combination) formats

(i) Community service: Students will be encouraged to service the community and direct experience with a local community agency.

(ii) Problem based service: Students will be placed in the community to work with an agency to solve a problem.

(iii) Action Research: Students will work closely with faculty to engage in action- based research to learn research methodology and apply it to the field.

To facilitate effective learning outcomes, the following process will be followed

The students work in groups (each with around 5-10 members)

Each group

1. Co-ordinates with the chosen NGO/community group and understands the scope of work
2. Sets out their Objectives and Goals
3. Delegates work and prepares a schedule for completion
4. Plans an awareness campaign in case it involves engaging with community members
5. Finishes the planned activity

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Semester - II

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Name of Program	Bachelor of Business Administration (BBA)				
MBBA1002L	Financial Accounting & Analysis	L	T	P	C
Owning School/Department	School of Management	3	1	0	4
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: To understand the role of accounting in making economic and business decisions.

CO2: To have good knowledge on how to record business transactions.

CO3: To critically analyse and interpret the information conveyed in each of the basic financial statements using various financial tools.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2	3	2	3	2	3	2	1
CO2	2	2	1	3	2	1	3	2
CO3	3	3	2	3	2	3	3	2

1= Weakly related

2= Moderately related

3= Strongly related

Course Contents:

Module 1: Introduction to Accounting

10 lecture hours

Introduction to Accounting – Development of Accounting – Need for Accounting – Definition of Accounting - Objectives of Accounting – Functions of Accounting – Bookkeeping vs Accounting - Branches of Accounting – Users of accounting information – Limitations of Accounting.

Module 2: The Accounting Process

15 lecture hours

Accounting Principles – Concepts and Conventions – Meaning and need for convergence of India accounting standard with IFRS – Double Entry Bookkeeping System – Single Entry system – Accounting Equation – Advantages of double entry system – single entry vs double entry

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Rules of Debit and Credit – Classification of accounts – Journal – Advantages of journal -
Rules of Journal – Journal entries – Ledger – Ledger posting – Balancing the Account –
difference between Journal and Ledger, Subsidiary Books
Trial Balance – Preparation of Trial Balance; Rectification of Errors

Module 3: Valuation of Assets, Liabilities and Shareholders' Equity 15 lecture hours

Inventories: Definition on inventories; Matching inventory cost with revenues; Pricing of inventories

Assets: Fixed Assets and Depreciation: Primer to fixed assets, cost of acquisition.

Introduction to Depreciation- Straight line method, Diminishing balance method.

Liabilities: Classification of liabilities, Characteristics of Debentures.

Shareholders' Equity: Features of corporate form of organization, Types of share capital, Accounting for share capital

Module 4: Understanding of Financial Statements 10 lecture hours

Meaning – Objectives of Preparing Final Accounts – Manufacturing Account – Trading Account – Profit and Loss Account - Balance Sheet – Arrangement of Assets and Liabilities
Understanding of financial Statements of a Joint Stock Company as per Companies Act 2013
Understanding the contents of a Corporate Annual General Report – Preparation of cash flow statements

Module 5: Financial Statement Analysis 10 lecture hours

Analysis of Comparative and Common Size Statements – Ratio Analysis – Analysis and interpretation of financial statement through Accounting Ratios – Significance of Various Ratios – Uses and Limitations of Ratios

Textbooks:

1. Guide Maheshwari, S. N., Maheshwari, S. K., & Maheshwari, S. K. (2018). Financial Accounting (6th ed.). Noida, India: Vikas Publishing House Pvt Ltd. ISBN 978-93-5271-853-5
2. Narayanaswamy R. Financial Accounting: A Managerial Perspective. PHI Learning Pvt. Ltd., Delhi

Reference Books:

1. Kulkarni, Horngren, C.T. (2014). Introduction to Financial Accounting (11th ed.) Pearson, ISBN: 9780133251036
2. Robert N. Anthony, David F. Hawkins, Kenneth A. Merchant. Accountancy- text and cases. McGraw Hill Education (India) Private Limited, New Delhi.

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Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Name of Program	Bachelor of Business Administration				
MBBA406L	Principles of Economics – II	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	Principles of Economics – I				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Apply fundamental macroeconomic concepts to analyze real-world business and policy decisions.

CO2: Evaluate national income accounting methods and their implications for financial decision-making in business.

CO3: Measure and interpret key macroeconomic variables (GDP, consumption, investment) to assess economic performance and business opportunities.

CO4: Develop ethical and sustainable macroeconomic strategies for businesses, governments, and institutions.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	2	1	2	1	3	2	1
CO2	3	3	1	2	2	3	1	2
CO3	3	3	1	2	1	3	2	1
CO4	2	3	2	3	3	2	3	3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I Introduction to Macroeconomics

10 lecture hours

What is macroeconomics, macroeconomic issues in an economy, a brief on macroeconomic history

Module II: National Income Accounting

10 lecture hours

Concepts of GDP and National Income. Measurement of national income and related aggregates. Nominal and real income; limitations of the GDP concept.

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Module III: Keynesian Framework of Short Run economics**13 lecture hours**

ACTUAL AND POTENTIAL GDP; aggregate expenditure, Description of equilibrium GDP, Concept of multiplier. Consumption function; investment function; concepts of MPS, APS, MPC, APC; autonomous expenditure.

Module IV: Money, Inflation, and Unemployment**12 lecture hours**

Concept of money in a modern economy; functions of money, monetary aggregates; money supply and credit creation; monetary policy and inflation. Unemployment measurement, types of unemployment and relationship with other macroeconomic indicators.

Text Books:

1. Mankiw (2012). Principles of Macroeconomics. Cengage Learning. 6e
2. Case, Karl E. & Ray C. Fair, Principles of Macroeconomics, Pearson Education, Inc., 8th edition

Reference Books:

1. Dornbusch, R and Stanley Fischer and R Startz (DSFRS), (2012, 10th Ed) : “Macroeconomics”. Tata McGraw-Hill

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Name of Program	Bachelor of Business Administration				
MBBA210L	Introduction to Human Resource Management	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Explain the role of HRM in achieving organizational goals and fostering employee well-being.

CO2: Identify and analyze the significance of Human Resource Management Practices throughout the entire employee lifecycle.

CO3: Apply acquired principles and techniques of HRM to analyze and solve complex personnel issues

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1		2		2		3		
CO2		2			2			
CO3	2			3		2	3	1

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1: Foundations of Human Resource Management

11 lecture hours

Basics of HRM: Nature, scope, and the evolving role of HRM in modern organizations., Strategic HRM: Aligning HR strategies with organizational goals, HRM vs. HRD, Challenges in HRM

Module II: Talent Acquisition and Workforce Planning

12 lecture hours

Job Analysis: Processes, methods, job descriptions and job specification, Recruitment and Selection: differences and modern sourcing strategies, Workforce Planning: methods for analysing demand and supply

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Module III: Learning, Development, and Career Growth**12 lecture hours**

Training and Development, methods and process of training, Career Planning, Succession planning

Module IV: Performance Management and Employee**10 lecture hours**

Performance Appraisal: Modern methods, Compensation management, components of CTC

Employee Relations: Managing industrial relations, fostering positive employee relations, handling grievances, and working with trade unions to maintain a harmonious work environment.

Text Books:

1. Dessler, G. & Varrkey B. (2017). Human Resource Management. Pearson Education.
2. K. Aswathappa Tata Me Graw Hill, Human Resource and Personnel Management 2005

a. Reference Books:

3. C. B. Gupta, Personnel Management, Sultan Chand and Company Limited, New Delhi – 2007
Human Resource Management,
4. Decenzo David A. & Stephen Robbins P., Human Resources Management, John Wiley & Soans Inc. New York, 1994

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Name of Program	Bachelor of Business Administration				
MBBA1004L	Introduction to Data Science	L	T	P	C
Owning School/Department	School of Management	2	0	2	3
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand the fundamentals of data science, its significance in business, and ethical considerations in data-driven decision-making.

CO2: Demonstrate proficiency in using data science tools and managing datasets for analysis and pre-processing.

CO3: Apply statistical techniques and data science methodologies to solve real-world business problems effectively.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PSO1	PSO2	PSO3
CO1	3	2	1	2	2	1
CO2	2	3	3	3	2	3
CO3	3	3	3	3	3	3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to data Science

6 lecture & 6 practical hours

Importance of data in today's business environment - Key terminologies: Data, Information, Insights, Relevance of data science in business analytics, Real-world examples of data-driven decision-making, Issues of ethics, bias, and privacy in data Science

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Module II: Tools & dataset**6 lecture & 6 practical hours**

Tools for data science (Python, Rstudio, Google Analytics, SPSS, Excel), installation & configuring Python (Anaconda & Google Collab), accessing datasets from open sources (e.g., Kaggle), features of the big data, and different types of databases.

Module III: Data management (data collection and preparation 6 lecture & 6 practical hours

Introduction to data, data types, data collection, and data pre-processing (cleaning, integration, transformation, reduction, discretization)

Module IV: Data analysis techniques (basic statistical analysis) 10lecture &10 practical hours

Descriptive analysis (variables, frequency distribution, centrality measures, dispersion of distribution, mean, median mode), correlation, linear regression (Bivariate and Multivariate), and Non-linear regression.

Module V: Major project**2 lecture & 2 practical hours**

Summarization of classroom learning through a project that applies the concepts taught, focusing on solving a real-world business problem using data science methodologies.

Textbooks:

1. Shah, C. (2021). *A Hands-on Introduction to Data Science*. Cambridge University Press.

Reference Books:

1. Provost, F., & Fawcett, T. (2013). *Data Science for Business: What You Need to Know About Data Mining and Data-Analytic Thinking*. O'Reilly Media.
2. Prevos, P. (2017). *Principles of strategic data science: Creating value from data, big and small*. Apress.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Name of Program	Business of Business Administration				
MBBA100L	Spreadsheet Modelling and Data Visualisation	L	T	P	C
Owning School/Department	School of Management	2	0	2	3
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Confidently navigate Excel, utilize a wide range of functions, and apply them effectively in various business scenarios.

CO2: Develop proficiency in spreadsheet modeling for problem-solving and scenario analysis.

CO3: Introduce principles of data visualization to communicate insights effectively.

CO4: Create professional-grade dashboards to communicate insights.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	2				3		
CO2	2	3	2	3			3	
CO3		2	3	3	2	2	2	2
CO4			3	2	3		3	3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Components of a Spreadsheet & Formatting Techniques 6 lecture & 6 practical hours

- Why Excel, Launching Excel and creating Shortcut, An Introduction to Excel Interface, Getting aware with an Excel Sheet, Overview of Excel and its usage, Working with Rows and columns, Creating and Saving Excel Document, Very common ShortCuts-Cut, Copy Paste Undo and Redo, Basic Formatting Function, Row Column Cell Formatting, Basic Font Formatting and Format Painter, Alignment Formatting, Number Formatting, Example Formatting, Data Behaviour in cells, Working with Numeric Data, Use of Operators (+, -, *, /),
- Working with Text/AlphaNumeric Data, Find and Replace, Editing Quick Access Toolbar, Creating your own Tab, Creating Basic Formulas, Basic Group Functions - SUM, Basic Group Functions - MAX, MIN, AVERAGE, COUNT, PRODUCT, Adding/Deleting Comments, Intersection Operator and SUM function,

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USING AUTOSUM, Auto Fill: Fill Series, Auto Fill - Flash Fill, Create Custom List, Clear, Goto and Goto Special

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Module II: Apply Custom Data Formats and Layouts

6 lecture & 6 practical hours

An Introduction to Filters, Number Filters, Date Filters, Text Filters, Filter by Colours, Filter Using Special Characters, Copy Paste, Subtotal,

- Data Tables, creating data Tables, Editing-Resizing, Data Table Design Tab, Table Style Option & Calculations, convert back to Range, Adding Slicers, linking files using data tables
- Data Sorting, Overview of Sorting, Multi Column Sort, Sorting Exercise 1, Multiple level Sorting, Sorting by Colour, Sorting Example 2- Reverse Sorting, Sorting Exercise and Practice Example, Sort by Custom List, Horizontal Sorting, SORT and SORTN Function
- Cell Referencing and its application, Relative Referencing, Absolute Referencing and Mixed Referencing, Multiple Cases and Examples of Referencing
- Conditional Formatting-Quick Analysis, Conditional Formatting-Colour Scales, Data-Data Bars-Icon Sets, Top-Bottom Rules, Highlight Duplicate/Unique data, Gradient/Relative/Solid Fill, Negative Database.

Module III: Introduction to Data Visualization

8 lecture & 8 practical hours

- Special, Most Imp Control (CTRL) Key Shortcuts, ALT Key ShortCut, Link Data in different sheets, Hide/Unhide Move and Copy Worksheets, Freezing Rows and Columns, Comparing Same sheet Side by Side, Using View Tab/New Window, Splitting Sheets Pane, Link Data in Different Excel files-1, Excel Options
- Paste Special and its use and application, Paste Special with Maths Operators-1, Paste Special with Maths Operators-2, Paste Special-Other Options, Tranpose using Paste Special, Transpose Function and Difference from Transpose Paste Special
- Column Chart, Different Elements of a Chart, Editing Charts - 1, Editing Charts - 2, Line - BAR - AREA Chart, Stacked Area Chart, Pie and Doughnut Chart, Combo Charts, Add Trendline and Forecast, Handle Missing data in Graphs, Change Default chart
- Understanding and Creating Pivot table and Pivot Chart, Handling Missing Values in Pivot Tables, Sorting, Filtering and Various other Functions of Pivot tables, Creating Dashboard (Two Projects) Using Pivot Table, Adding Slicers to Dash Board, Adding Time Line and Symbols.

Module IV: Logical Functions and Text Functions

8lecture & 8 practical hours

- Logical or Comparison operators, IF Function, Nested IF Function, AND-OR-NOT, IF-AND, IF-OR, IF-NOT, XOR, COUNT, COUNTA, COUNTBLANK, COUNTIF, SUM IF, AVERAGEIF, IFS, COUNTIFS, SUMIFS, AVERAGEIFS, MAXIFS, MINIFS, IF ERROR
- CONCATENATE and '&' Operator, Revision- Flash Fill, LOWER-UPPER-PROPER-TRIM, LEFT-RIGHT-MID, CONCAT, TEXTJOIN, LEN - SUBSTITUTE, REPLACE, FIND, SEARCH, Exercise 1: Left- MID-Find, Exercise 2: Left-MID-Find-LEN, REPT, EXACT
- Learning Elementary Statistics, Enabling Data Analysis Tool Pack, Mean, Median, Mode & MULTIPLE MODE, Standard Deviation, Calculating Frequency and Using Frequency Function, Elementary Histogram
- Date & Time functions, DATE, TIME, DATEVALUE, TIMEVALUE, NOW, TODAY, YEAR, MONTH, DAY, HOUR, MINUTE, SECOND

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Module V: Case-study & Applications

3 lecture & 3 practical hours

Group project presentation

Text Books:

1. Wayne L Winston, 2019. Microsoft Excel 2019 : Data Analysis and Business Modeling, 6th edition
2. Henry E Meija, 2020, Excel Charts and Graphs Ninja
3. Dick Kusleika, 2021, Data Visualization with Excel Dashboards and Reports, Wiley.

Reference Books:

1. Barlow, John F., 2005, Excel Models for Business and Operations Management, 2nd Edition, Wiley.
2. Internet resources: blogs, news-feed, and related material

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Name of Program	Bachelor of Business Administration				
MBBA1006L	Thoughts and Writing	L	T	P	C
Owning School/Department	School of Management	2	0	2	3
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Demonstrate the ability to analyze literary texts, films, and media using critical and analytical frameworks.

CO2: Apply writing frameworks to produce structured analytical pieces integrating research and business insights.

CO3: Create engaging and audience-focused digital content and brand narratives.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3				1	2	
CO2			3	3		2	3	
CO3			3		3	3	3	3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to Thoughts and Writing 7 lecture & 3 practical hours

Principles of Critical Thinking (Observation, Analysis, Evaluation, and Logical Reasoning); Divergent and Convergent thinking/Creative vs Critical Thinking; Barriers to Critical Thinking (Biases, Assumptions, and Logical Fallacies); Fundamentals of Analytical Writing: Purpose, Structure, Techniques (Planning, Drafting, Revising, and Editing); Combining Creative and Critical Approaches in Writing

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Module II: Business Insights and Analytical Writing 6 lecture & 3 practical hours

Writing frameworks (PEEL, PYRAMID etc.); Integrating research effectively into analytical writing; Analyse and critically summarize case studies, news and business review articles.

Module III: Brand Storytelling and Digital Content Creation 6 lecture & 3 practical hours

Understand the principles of effective brand storytelling and content writing. (Brand Narratives and Audience Engagement); Digital Media Strategies; Create digital content piece (e.g., blog post or advertisement)

Module IV: Critical Analysis of Literary Texts 6 lecture & 3 practical hours

Understanding themes, characters, and narrative techniques in literature; Group Discussion/Analysis and Presentation on Symbolism /Themes/Characters in a literary text (short stories, poems, novellas etc.)

Module V: Critical Analysis of Films and Media 5 lecture & 3 practical hours

Examining themes, character development, symbolism, and visual storytelling in films/visual media; Studying Media for Rhetoric, Persuasion, and Bias; Write Critical Reviews of Films, Advertisements, and Campaigns

Textbooks:

N/A

Reference Books:

1. Gambrell, Eileen D., and Leonard E Gibbs. *Critical Thinking for Helping Professionals: A Skills-based Workbook* 3rd. ed., Oxford University, 2009. (e-book available in BU library)
2. Nayar, Pramod K., *Studying Literature an Introduction to Fiction and Poem*, Orient Blackswan, 2013. ISBN, 8125048731, 9788125048732.

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3. Ruggiero, Vincent Ryan, *The Art of Thinking: A Guide to Critical and Creative Thought*. 7th/10th ed., Pearson, 2007/2011.
4. Jack E. Appleman (2017) *10 Steps to Successful Business Writing*, 2nd Edition. Lightning Source (Tier 4)
5. Patrick Forsyth (2018) *Smart Skills: Business Writing*. Legend Press
6. Lucey, P. (1996). *Story sense: Writing story and script for feature films and television*. McGraw-Hill.
7. Rabiger, M. (2016). *Developing story ideas: The power and purpose of storytelling*. Taylor & Francis.
8. Truby, John (2008) *Anatomy of story: 22 steps to becoming a master storyteller*. New York Faber and Faber
9. June A Valladares (2000) *The Craft of Copywriting*. Sage Publications India Pvt, Ltd eBooks

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Name of Program	Bachelor of Business Administration				
MBBA 1008L	Foreign Language -French	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	None				

COURSE SUMMARY

This course is offered by Department of Business Administration as a core course to the students of BBA. The course offers basic knowledge of French. It covers the reading, writing, listening, and speaking skills in French language. There is no specific prerequisite on the part of students as the course begins with the elementary level of French.

Course Outcomes (COs)

By the end of this program, students should have the following knowledge, skills and values:

CO1: Acquire basic knowledge of French language in daily life.

CO2: Develop the listening skills and understand the gist of various communication modes.

CO3: Familiarise the students with different types of written text for skill enhancement.

CO4: Acquire knowledge of French culture and civilisation for employability.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO 2	POS 3
CO1	3	2	2	2		2	2	1
CO2		3				2	1	1
CO3	3	2	2	1		2	2	1
CO4	3	2			3	3	3	2

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Discovering the Foundations of French

10 lecture hours

Bienvenue! – Introduction,Culture vs Civilization – Understanding French society,Say it Right! – Alphabets and Sounds,Bonjour! – Greetings and Introductions,Who is it? – Subject Pronouns and Nouns,Le Genre – Masculine and Feminine Forms,Numbers that Count – Cardinal and Ordinal Numbers,Le Calendrier – Days and Months,La Beauté des Mots – Basic Adjectives,Un ou Plusieurs? – Singular and Plural.

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Module II: Forming Sentences & Expressing Yourself **10 lecture hours**

Essential Verbs – Conjugation of *Être*, *Avoir*, and *-er* verbs, Articles Made Easy – Definite & Indefinite Articles, Build a Sentence – Word Order and Syntax, Je me présente – Introducing Yourself, Describe It Right – Describing People and Things, Power Verbs – Irregular Verbs: *Vouloir*, *Pouvoir*, *Devoir*, Say ‘Non’ – Using Negation, Mine or Yours? – Possessive Adjectives, Prepositions in Action – Everyday Usage, Write a Scene – Dialogue Writing Practice

Module III: Conversation, Comprehension & Communication **10 lecture hours**

Écoutez! – Listening Comprehension, Say What You See – Picture Description, Asking Questions – Basics of Question Making, Adjectifs Interrogatifs – Which? What? Whose?, Ways to Ask – Types of Interrogative Sentences, Meet My Friend – Presenter un Ami, Giving Commands – The Imperative Mood, My Family and Me – Describe Your Family, Near Future Plans – *Futur Proche*, Roleplay Time – Enact a Scene

TEXTBOOKS/LEARNING RESOURCES:

K Madanagobalane. Synchronies 1. Chennai: Samhita Publication, 2011.

REFERENCE BOOKS/LEARNING RESOURCES:

T Beryl and A Duval. The Collins Robert French Dictionary. Paris : Collins, 2010.

Le Nouveau Sans Frontier Part 1 Indian Ed. Paris: CLE International, 1997.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Name of Program	BBA				
MBBA1012L	Introduction to Sociology	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: To develop a critical and problem-solving approach.

CO 2: To develop an awareness about various social systems for making informed and ethical decisions.

CO3: To create awareness of issues for social policy planning.

CO4: To facilitate leadership skills through in-depth knowledge and awareness of contemporary issues.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	2	1	2	2	2	2	1	2
CO2	2	3	3	2	2	2	3	2	2	2
CO3	2	3	3	2	2	3	3	2	1	1
CO4	1	3	2	3	2	3	3	2	2	1

1=weakly related

2= moderately related

3=strongly related

Course Flow:

Module 1: Sociology: Discipline and Perspective

10 lecture hours

Thinking Sociologically
Sociological Imagination
Sociological Perspectives

Module 2: Sociological Theories and Interdisciplinarity

5 lecture hours

Sociology and Economics/Business/

Sociology and Cultural Studies

Sociology and Psychology

Theories: Structuralism, Functionalism, Symbolic Interactionism, Conflict Theory

Module 3: Social Structures and Social Systems

5 lecture hours

Social Structures

Self and Social Systems

Social Institutions and Hierarchy

Family, Kinship and Community

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Module 4: Socialization and Social Change**10 lecture hours**

Socialization and Self in the Community
Personality and Society
Society and Culture
Social Change

Text Books:

1. Beteille, Andre, 2009, Sociology: Essays in Approach and Method, Delhi: Oxford University Press Chapter 1, 'Sociology and Common Sense'.
2. Johnson, Allan G. 2008, The Forest and the Trees: Sociology as Life Practice and Promise, Philadelphia: Temple University Press, Introduction and Chapter 1, 'The Forest, the Trees and One Thing', Pp. 1-36
3. Hofer, S. M., & Alwin, D. E. Handbook of cognitive aging: Interdisciplinary perspectives. London: Sage. (2008).
4. Kenneth F. Ferraro: Gerontology: perspectives and issues, Published by Springer Pub. Co.(1990)
5. Stuart-Hamilton, I. The psychology of ageing: An introduction. London: Jessica Kingsley Publishers. (2006).

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Semester Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Name of Program	Bachelor of Business Administration (BBA)				
MBBA1014L	Management and Wisdom from India	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Students will be able to understand and apply the management lessons from Ancient India including the Vedas in various situations

CO2: Students will acquire the skills to work collaboratively in interdisciplinary teams using the management and leadership lessons learnt from the Ramayana, Mahabharat and the Gita.

CO3: Students will develop the ability to understand the key learnings from Kautilya's Arthashastra and try to apply the same in real world situations

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2	3	2	3	3	1	3	2
CO2	2	3	2	3	3	1	3	2
CO3	2	3	2	3	3	1	3	2

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to Ancient Indian Wisdom

6 lecture hours

Introduction to Indian Knowledge System, Pillars of Indian Knowledge System, Brief understanding of: Vedangas, Itihas, Puranas, Dharmashastra, Darshan, Upvedas

Module II: Management Lessons from Vedas

6 lecture hours

Overview of Vedas, The Four Vedas, Components of the Vedas, Brief understanding of: Vedic Gods, Important Vedic Concepts, Varan and Ashram in Vedas

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Module III: Lessons from the Ramayana**6 lecture hours**

Introduction to Ramayan, Overview of the plot of Ramayana, Valmiki Ramayana (Podcast),
Key management Lessons from Ramayana

Module IV: Lessons from the Mahabharat and Gita**6 lecture hours**

Introduction to Mahabharat, Overview of the plot of Mahabharat, Setting of the Bhagavat Gita,
Key Strategic Management Lessons from the Mahabharat and Bhagavat Gita

Module V: Lessons from Ancient Indian Economics**6 lecture hours**

Introduction to Kautilya, overview of Chanakya/ Kautilya, Chanakya's revenge, Chanakya's
Political-Economic lessons for management

Textbooks:

No specific textbook for this course.

Reference Books:

1. Kautilya: The Arthashastra, 1992 by L. N. Nagrajan (edited, rearranged, translated and introduced)

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Semester - III

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Name of Program	Bachelor of Business Administration				
MBBA130L	Fundamentals of Financial Management	L	T	P	C
Owning School/Department	School of Management	3	1	0	4
Pre-requisites/Exposure	Basic understanding of Financial Accounting & Analysis				

Course Outcomes (COs)

By the end of this program, students should have the following knowledge, skills and values:

CO1: To have a thorough understanding of the main goal of financial management and the important decision-making areas of financial management.

CO2: To be equipped with the analytical techniques that are useful in financial decision-making areas of capital budgeting, capital structure and working capital management.

CO3: To develop familiarity with the sources from where the financial manager can raise long term and short-term funds.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3	2			2	1	
CO2	3	3	2			2	1	
CO3	3	3	1			1	1	

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to Financial Management

4 lecture hours

Financial Decisions of a Firm, Goals of Financial Management, Agency Problem

Module II: Tools required for taking financial decisions

8 lecture hours

Financial Ratios, Time Value of Money: Compounding, Discounting, Perpetuity and Annuity

Module III: Capital Budgeting Decision

8 lecture hours

Basics of Capital Budgeting, Investment Criteria: NPV, IRR, Payback Period, Discounted Payback Period.

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Module IV: Sources of Finance**5 lecture hours**

Short-term and long-term sources of Finance

Module IV: Capital Structure Theory and Policy**10 lecture hours**

Introduction to Capital Structure, Cost of Equity, Cost of Debt, Cost of Capital, Calculation of WACC, Capital Structure Theories & MM Hypothesis

Module V: Dividend Policy**5 lecture hours**

Dividend payment vs Retention, MM Theory, Buyback/ Stock Repurchase

Module VI: Leverage Analysis**5 lecture hours**

Understanding the concept of Leverage, Degree of Operating Leverage, Degree of Financial Leverage, Degree of Total Leverage

Text Books:

1. J. Van Horne & John M. Wachowicz, *Fundamentals of Financial Management* (13th Edition), Pearson. ISBN 978-93-325-5867-0
2. Prasanna Chandra, *Fundamentals of Financial Management* (6th ed.), McGraw Hill Education, 2014. ISBN 978-9339203139.
3. I.M. Pandey, *Financial Management* (11th ed.), Vikas Publication House, 2015. ISBN 978-9325982291.

Reference Books:

4. Khan and Jain, *Financial Management: Text, Problems and Cases* (7th ed.), McGraw Hill Education, 2015. ISBN 978-9339213053
5. Ross and Westerfield, *Corporate Finance*, (10th ed.), McGraw Hill Education, 2005. ISBN 978-9339203122.
6. <https://www.investopedia.com/>

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40	20	40	100

Program Name	Bachelor of Business Administration				
MBBA229L	Production & Operations Management	L	T	P	C
Owning School/Department	School of Management	4	0	0	4
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO 1: Understand the development of manufacturing and service operations management as a subject and be able to outline the strategic concerns involved in operations decisions.

CO 2: Be able to demonstrate the links between operations strategy, corporate strategy and organization performance.

CO 3: Be conversant with the principles and philosophy underpinning operations and be able to identify limitations and problems with implementing these techniques in practice.

CO 4: Identify the connection between organizational structures, technology, operational activities and competitiveness.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3					3		2
CO2	3	2	2			3	2	
CO3	3		2			2		
CO4		3					3	

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1: Introduction to Operations Management

15 lecture hours

Operations Management: introductions, activities of Operations Management; operations performance, trade-off between performance objectives; Operations strategy.

Module 2: Operations design

15 lecture hours

Process design: meaning, process types, process design: Design of Product and services: good design, benefits, challenges; Layout and flow: types of layouts, layout selection, layout design.

Module 3: Planning and control

15 lecture hours

Nature of planning and control, Capacity management, measuring demand and capacity, alternative capacity planning; Inventory planning and control, Supply chain planning, types of relations in supply chain, supply chain improvement.

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Module 4: Improvement**15 lecture hours**

Quality management, conformance to quality, Total quality management, Operations and new age technology: CAD, CAM, IoT.

Text Books :

1. Stevenson, W. J., *Operations Management* (9th Edition), New Delhi Tata McGraw-Hill, 2009
2. Mahadevan, B., *Operations Management: Theory and Practices* (2nd Edition), New Delhi, Pearson Education, 2010

Reference Books :

1. Gaither, N. *Production and Operation Management* (10th Ed.), Bombay, Dryden Press, Thomson Learning, (2016),
2. Slack, N., Chambers, S., Johnston, R., *Operations Management*, Prentice Hall, 5th Ed., FT, 2007
3. Krajewski, L. J., Ritzman, L. P., Malhotra, M. K., Srivastava, S. K. *Operations Management: Processes and Supply Chains* (9th Edition), New Delhi, Pearson Education, 2015

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Name of Program	Bachelor of Business Administration (BBA)				
	Management Accounting	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	None				

Course Outcomes (COs)

By the end of this program, students should have the following knowledge, skills and values:

CO1: Basic understanding about Management Accounting.

CO2: Understanding about different types of costs and how to determine and analyze the same.

CO3: Can provide insights on various business decisions involving alternate choices.

CO4: Can explain contemporary thinking in management accounting.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO 2	POS 3
CO1	3		2		3	2		
CO2	3	2	2		3	2		
CO3	3	2	2		3	2	1	1

1= Weakly related

2= Moderately related

3= Strongly related

Course Contents:

Module 1: Basics of Management Accounting

1 lecture hour

Meaning and definition of Management Accounting, Evolution of Management Accounting, Nature and Scope of Management Accounting, Relationship of Management Accounting with Other Branches of Accounting and Other Disciplines of Studies.

Module 2: Cost Concepts

6 lecture hours

Types of cost – historical costs, future costs, standard costs, period costs, prime costs, direct and indirect costs, opportunity costs, sunk cost, differential cost, capacity cost, conversion cost, committed cost.

Cost unit, cost center. Cost Sheet

Module 3: Cost Allocation

6 lecture hours

Prime cost and overheads; Classification of overheads, absorption of overheads; Under absorption and over-absorption of overheads.

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Module 4: Marginal Costing & Cost Volume Profit Analysis**8 lecture hours**

Concept of Marginal Costing, Scope and Characteristics of Marginal Costing, Assumptions and Limitations of Marginal Costing, Marginal Costing Vs Absorption costing, Contribution, Marginal Cost equations, Profit Volume ratio, Introduction of Cost Volume Profit analysis, methods of determination of Breakeven point, Margin of safety, Angle of Incidence, Assumptions & Limitations of Breakeven point, uses of breakeven analysis, applying CVP analysis, limitations of CVP analysis

Module 5: A Decisions involving alternate choices.**6 lecture hours**

Nature of managerial decision making, Make or Buy Decisions, change in product Mix, Pricing Decisions, exploring a New Market, Shut-down Decisions

Module 6: Budgeting and Budgetary Control**10 lecture hours**

Elements of management planning and control system; Meaning of Budget, Budgetary Control and its use as a management tool, Functions of Budgets, Difference between Budgets and Forecasts, Planning Process and Budgetary Process, Stages in Budget Process, Various Types of Budgets, Zero Based Budgeting, Activity Based Budgeting, Fixed and Flexible Budgets, Behavioral Aspects in Budgeting, Concept of limiting budget factor

Module 7: Standard Costing and Variance Analysis**03 lecture hours**

Introduction; Standard Cost; Difference between Standard Cost & Historical Cost; An overview of Standard Costing and Variance analysis; Difference between Standard Costing & Traditional Costing; Advantages and limitations of Standard Costing

Responsibility Accounting**05 lecture hours**

Introduction; Pre-requisites of responsibility accounting; Advantages and limitations of responsibility accounting; Controllable and uncontrollable costs in responsibility accounting; Responsibility centers of control – cost center, revenue center, profit center, investment center.

Textbooks:

1. Khan, M. Y. and Jain, P. K.: Management Accounting - Tata McGraw Hill, New Delhi.
2. Rustagi, R. R. (2021). *Management Accounting (2nd Edition)*. Taxman
3. Kishore, M. Ravi (2021). *Cost & Management Accounting (6th Edition)*. Taxman
4. Maheshwari S.N, CA Sharad K. Maheshwari, Dr Suneel K. Maheshwari (2021). *Principles of Management Accounting*. Sultan Chand and Sons. ISBN-13: 978-9351611783.

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Reference Books:

None

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Name of Program	Bachelor of Business Administration				
	India through Indian Constitution	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	-				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Describe the historical evolution and basic structure of the Indian Constitution.

CO2: Analyze the fundamental rights and duties and their impact on business and society.

CO3: Examine the roles and responsibilities of various constitutional bodies relevant to governance and public administration.

CO4: Evaluate the significance of constitutional values in ensuring ethical decision-making in business and professional life.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	2	1	1	2	2	2	2
CO2	3	3	2	2	3	3	2	3
CO3	2	3	2	1	2	2	2	2
CO4	2	3	3	3	3	2	3	3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to the Indian Constitution

7 lecture hours

Making of the Constitution – Constituent Assembly and philosophical foundations; Salient features and significance; Preamble, Sovereignty, Democracy, Republic, Secularism, and Justice.

Module II: Fundamental Rights, Duties and Directive Principles

7 lecture hours

Detailed overview of Part III, Part IV, and Part IVA; Restrictions on rights; Business and civil liberties; Duties of citizens; Impact on corporate social responsibility and ethical business practices.

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Module III: Structure of the Indian Government**8 lecture hours**

Union and State Legislature, Executive and Judiciary; Federalism and Centre-State Relations; Role of Election Commission, Finance Commission, and CAG in governance.

Module IV: Constitution and Business Ethics**8 lecture hours**

Rule of Law, Equality, Liberty, and Fraternity in business; Ethical governance; Constitutional safeguards for marginalized groups; Implications for corporate governance and sustainability.

Text Books:

1. Basu, D.D. (2021). *Introduction to the Constitution of India*. LexisNexis.
2. Pylee, M.V. (2016). *India's Constitution*. S. Chand Publishing.

Reference Books:

3. Kashyap, S.C. (2011). *Our Constitution: An Introduction to India's Constitution and Constitutional Law*. National Book Trust.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Program Name	Bachelor of Business Administration				
MBBA302L	Environmental Studies	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	NA				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Analyse the reasons for the ongoing environmental crises and the subsequent link between the humans and natural systems.

CO2: Demonstrate to reflect critically about their roles and responsibilities as citizens, consumers and environmental actors in the increasingly globalised world.

CO3: Understand key concepts from economic, political, and social analysis and try to link them with policy formulation and its impact on society at large.

CO4: Develop a sense of understanding of the importance of 'interconnectedness' in the world, and the harmonious and sustainable relationship/interaction of humans with more-than-humans

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO 2	POS 3
CO1	3	1	2	2	1	3	3	2
CO2	3	2	3	2	1	3	2	3
CO3	3	3	2	3	1	3	3	2
CO4	2	3	2	3	2	2	3	3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Unit I: Environmental sustainability, ecosystems, and climate change

12 lecture hours

1. Introduction to environmental sustainability
2. Sustainability and population growth – growth curves
3. Way forward – Ecosystems and climate change introduction – Ecosystem dynamics
4. Tragedy of commons - Tragedy of commons solutions – Ecosystems and extinctions
5. Climate changes in the past – Climate change in the present
6. Weather vs. Climate — Climate processes

Unit II: Biodiversity and its conservation

12 lecture hours

Biodiversity

1. Value of biodiversity
2. Threats to biodiversity
3. Conservation of biodiversity

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Unit III: Natural resources**12 lectures hours**

1. Natural resources
2. Associated problems with natural resources
3. Renewable and non-renewable energy
4. Water and Agriculture, Agriculture and Food – Problems and Solutions

Unit IV: Environmental pollution**12 lectures hours**

1. Causes, effects and control measures of various types of pollutions -
2. Air pollution
3. Water pollution - Wastewater treatment - Soil pollution
4. Noise pollution - Thermal pollution - Solid waste management
5. E-waste - Case studies on pollution

Unit V: Environmental ethics and policies**08 lectures hours**

1. Environment ethics –Introduction of Life cycle Analysis:
Global policies – Environmental laws in India
Global policies – Environmental laws in India –
2. Environmental impact assessment - Issues involved in the enforcement of environmental legislation.
3. LCA – Methodology of LCA – ISO 14044 Significance of LCA – Case studies of LCA

Text Books :

1. Emmett, Robert S., and David E. Nye. The environmental humanities: A critical introduction. MIT Press, 2017.
2. DeLoughrey, Elizabeth M. Allegories of the Anthropocene. Duke University Press, 2019.

Reference Books :

1. Sale, Kirkpatrick. After Eden: the evolution of human domination. Duke University Press, 2006.
2. Willow, Anna J. Understanding extrACTIVISM: culture and power in natural resource disputes. Routledge, 2018.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Semester - IV

Rajesh Chakrabarti

Program Name	Bachelor of Business Administration				
MBBA237L	Law and Governance	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Appreciate the role of corporate law and governance mechanism in the economic and business context in which they operate.

CO2: Demonstrate how corporate law and governance mechanism facilitate economic activity

CO3: Develop the ability to respond to problems inflicted by the organizational form of the company based on sound knowledge of law and governance

CO4: Demonstrate understanding of values driven business, business ethics, service ethos, and trusteeship doctrine

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2			3	2	2		
CO2	2			2	2		1	
CO3	3			3	3	3	3	
CO4	2			2	2			1

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1: Corporate Laws and Introduction of Corporate Governance 12 lecture hours

Topic 1: Introduction to Corporate Laws

Topic 2: Concepts, Scope and Regulation pertaining Corporate Governance

Topic 3: Codes and Committees

Topic 4: Theories and Models

Module 2: Directors and roles and responsibilities

12 lecture hours

Topic 1: Board Composition and Functionalities

Topic 2: Independent Directors

Topic 3: Board Committees

Topic 4: Shareholders and Stakeholders

Topic 5: Corporate Financial Reporting

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Module 3: Corporate Governance and Development across the globe 12 lecture hours

- Topic 1: Corporate Governance in Listed Companies
- Topic 2: Corporate Governance in Banks and Financial Institutions
- Topic 3: Corporate Governance in USA
- Topic 4: Corporate Governance in UK

Module 4: Business Ethics and CSR

9 lecture hours

- Topic 1: Business Ethics
- Topic 2: CSR

Text Book :

1. Corporate Governance: Principles and Practices. India: Sarup Book Publishers Pvt. Limited, 2015.

Reference Books :

1. Corporate Governance: Principles, Mechanism & Practice. India: Dreamtech Press, 2006.
2. Blowfield, Mick., Murray, Alan. Corporate responsibility: a critical introduction. United Kingdom: OUP Oxford, 2008.
3. Corporate Social Responsibility: Concepts and Cases : the Indian Experience. India: Excel Books, 2005.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Name of Program	Master of Business Administration				
	Digital Marketing	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understanding of the concept of digital marketing and its application.

CO2: Identify the role and dynamics of content and its forms in the digital marketing practice.

CO3: Understand how and why to use digital marketing for multiple goals within a larger marketing and/or media strategy.

CO4: Identify, describe, and explain the interactivity played by marketing decision in physical and the virtual or digital ecosystem.

CO5: Apply the learnings toward the organisational development and success.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	M			H	M	M	M	
CO2	M	H		M			M	
CO3	M	M	M	H		M		
CO4		M		H	L			M
CO5	M	L		M	L	M	M	H

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1: Introduction to Digital Marketing

5 lecture hours

Traditional Vs. Modern Marketing

Role and Growth of Digital Marketing in India

Challenges associated with digital marketing

Concepts and practices for Buyer's Persona

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Module 2 : Consumer segmentation and behavioural dimension **10 lecture hours**

Marketing Mix in digital era
Models of Digital Marketing
Forrester's 5I model
6Cs of Customer Motivation
McKinsey's consumer decision journey
Race Planning, The Honeycomb Model

Module 3: Overview of SEO and SEM **10 lecture hours**

Basics of search marketing
Organic & paid search results
Overview of Google AdWords
Strategizing marketing through smart devices
Basics of email marketing
Concept of A/B testing & its use

Module 4 : Display marketing ecosystem **5 lecture hours**

Digital Advertisement- designing and display decisions
Pricing methods Evolution of social media channels
Brand building-PR and customer engagement on social media.
Choosing relevant social media channel

Module 5 :Considerations in building and managing content in a digital environment

5 lecture hours

Concept of Active Listening- Significance and practices in digital era.
Tips and techniques of developing variety forms of content for digital platforms.
Digital Strategy Measurement Framework
Common ways to measure and improve ROI of digital strategies

Module 6 : Content Marketing **10 lecture hours**

Vlog, Podcasting, RSS
Product Opinion Sites and Forums
Role of web analytics in digital decision making
Legal and ethical issues in Digital Marketing
Digital marketing as career option

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Text Books:

1. Ellis-Chadwick, F., Chaffey, D. (2019). Digital Marketing: Strategy, Implementation & Practice. United Kingdom: Pearson.

Reference Books:

1. Kotler, Kartajya, Setiawan; Marketing 4.0: Moving from Traditional to Digital, John Wiley & Sons, Inc.
2. Ryan, D. (2014). Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page Limited.
3. Jeffery-Poulter, S. (2004). Creating and producing digital content across multiple platforms. International Journal of Technology Management & Sustainable Development, 3(3), 155-164.
4. Rana, N. P., Slade, E. L., Sahu, G. P., Kizgin, H., Singh, N., Dey, B., ... & Dwivedi, Y. K. (2020). Digital and social media marketing. Springer.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Program Name	Bachelor of Business Administration				
MBBA238L	Modern Indian Language Sanskrit	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

- CO1: इस पाठ्यक्रम का उद्देश्य छात्रों को संस्कृत भाषा की मूल संरचना से पररचत कराना है। छात्रों को स्वयं वाक्यों के चनमाण पर जोर देने के साथ बहु उदाहरण पद्धत के माध्यम से आवश्यक संस्कृत-व्याकरण का पररचय चदया जाएगा।
- CO2: आप इस पाठ्यक्रम से संस्कृत व्याकरण के मूल चवषय अथात् वणा, संज्ञा, संचि, समास आचद को सीखेंगे।
- CO3: आपको मन्त्र, श्लोक तथा गद्य के शुद्ध वाचन को चसखाया जाएगा। साथ ही संस्कृत भाषा के व्यावहारक पक्ष का ज्ञान चजससे संस्कृत भाषा में पत्र लेखन, समाचार लेखन एवं वाचन को जानेगे।
- CO4: संस्कृत भाषा में उपलब्ि संस्कृत, चवज्ञान तथा सामाचजक चवषयों का पररचय भी प्राप्त करेंगे।

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2							
CO2		3			2			
CO3		3				2		
CO4	2		3					

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1.

15 lecture hour

वणोच्चारण की प्रचक्रया, पद, चलङ्ग, वचन, पुरुष और काल, शब्दरूप, ितुरूप, सरल वाक्य-रचना, संस्कृत चवषयक पाठ, सामाचजक चवज्ञान आाररत पाठ

Module 2.

10 lecture hour

चवज्ञान आाररत पाठ, पद्यकाव्य, गद्यकाव्य, कथासाचहत्य, पत्र-लेखन, समाचार लेखन,

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Module 3.**05 lecture hour**

अशुचन्द्र-शोनि, संक्षेपण, पल्लवन और चनबन्त्-लेखन

Text Book :

1. Vikal, Krishna Gopal. Learn Malayalam in 30 Days Through English. India: Diamond Pocket Books, 2005.

Reference Books :

1. Peet, Joseph. A Grammar of the Malayalam Language. United States: Gorgias Press, LLC, 2008.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Program Name	Bachelor of Business Administration				
MBBA232L	Modern Indian language Hindi	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Develop Understanding the importance of the official language – Hindi in India especially. Command of spoken and written Hindi, enabling students to engage in meaningful conversations, presentations, and written communication.

CO2: Develop Ability to communicate confidently and effectively in Hindi across various contexts, including personal, academic, and professional settings.

CO3: Demonstrate the skill to read and comprehend a range of written texts in Hindi, including literature, news articles, and business documents.

CO4: Demonstrate ability to produce well-structured written compositions in Hindi, adhering to appropriate writing conventions and styles. They will draft essays, reports, emails, and other documents effectively.

CO5: Demonstrate an enthusiasm for continuous language development, exhibiting a willingness to further enhance their Hindi proficiency and cultural understanding beyond the formal course

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO 2	POS 3
CO1	1		2	3		1	2	1
CO2	3		3	2		2	3	1
CO3	3	2	2			3	2	1
CO4	3		2	2	1	2	2	1
CO5	3	1	2	2		3	3	1

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Unit I: Foundations of Hindi Language and Communication

05 lecture hours

Overview of the Hindi language and its significance in India, Devanagari script: Introduction and basic writing practice, Hindi in United Nations, Global presence of Hindi Via Cinema, social media, Culture)- (Bollywood, Australian-Nigerian, Pakistan, Fiji, Mauritius etc. Constitutional Status of Modern Hindi and Constitution/Official Language Hindi, Three Language Formula

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Unit II: Vocabulary and Grammar**05 lecture hours**

Phonetics and pronunciation: Vowels, consonants, and common phonetic patterns, Building a basic Hindi vocabulary: Family, colours, months, days of the week, etc., Introduction to noun, gender and numbers, Sentence structure: Subject-Object-Verb (SOV) order, greetings and basic conversational phrases

Unit III: Speaking, Listening, Reading, and Writing**05 lectures hours**

Practice in asking and answering questions, Role-play activities: Ordering food, asking for directions, introducing oneself, etc., Listening comprehension exercises: short dialogues, audio clips, and songs, reading simple texts: short stories, dialogues, and descriptions, Writing practice: Simple sentences, paragraphs about personal experiences, and descriptions, Introduction to basic punctuation and sentence connectors

Unit IV: Literary Texts and Analysis**05 lectures hours**

Introduction to famous Hindi authors and their works, Reading and analysing selected short stories or poems, identifying literary devices: Rasa, Grammar Ornament, Metaphor etc., Reflecting on cultural and societal themes in literature

Unit V: Creative Writing**05 lectures hours**

Developing narrative skills: Writing personal anecdotes ,fictional stories, or essays, Emphasis on creativity, expression, and descriptive language, Peer editing and constructive feedback

Unit VI: Understanding the presence & uses of Hindi in Culture, Society, Films-OTT & Corporate World**05 lectures hours**

Exploring cultural aspects: Festivals, traditions, art forms, and cuisine, Understanding regional variations and dialects within Hindi-speaking regions, Discussion on contemporary issues and their representation in Hindi Media, Practicality of Hindi language in media

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Text Book :

1. Dutt, Surabhi, Hindi: Rahtrabhasha se VishwaBhasha, Vikas Prakashan- Kanpur, 2019

Reference Books :

1. Bhasha Sanshay Shodhan: Bestseller Book by Kamlesh Kamal: Bhasha Sanshay Shodhan. N.p.: Prabhat Prakashan, 2022.
2. Shukla, Ashutosh, *World Language Hindi*, Central Institute of Hindi 1999.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Program Name	Bachelor of Business Administration				
MBBA234L	Modern Indian languages- Malayalam	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Develop an understanding of the language.

CO2: Explore the fundamentals of the language, including basic verbs, nouns, pronouns and other basic vocabulary

CO3: Gain insight into the everyday application of the language.

CO4: Practice the everyday application of the language

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2							
CO2		3			2			
CO3		3				2		
CO4	2		3					

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Developing Oral Skills [Intensive and Supplementary Vocabulary]

15 lecture hours

- Greetings
- Introducing Oneself And Others
- Asking For Personal Information
- Talking About Date
- Talking About Time
- Talking About Age

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Module 2: Basic Mandarin Grammar**15 lecture hours**

- Nouns related to food, garments and everyday
- Pronouns in Malayalam language and equivalent English words
- Everyday usages in Malayalam learning with the help of movies.

Text Book :

1. Vikal, Krishna Gopal. Learn Malayalam in 30 Days Through English. India: Diamond Pocket Books, 2005.

Reference Books :

1. Peet, Joseph. A Grammar of the Malayalam Language. United States: Gorgias Press, LLC, 2008.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Name of Program	Bachelor of Business Administration				
	Creative Storytelling	L	T	P	C
Owning School/Department	School of Management	0	0	4	2
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Craft compelling presentations, pitches, and reports that influence stakeholders, clients, and teams

CO2: Learn to structure stories for impact across different mediums

CO3: Create engaging digital content that builds personal or corporate brands

CO4: Create original content that aligns with audience psychology and emotional appeal

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2					1		
CO2	3	1		2	1	2		1
CO3	3	1	3	2	1	2		1
CO4	1			2				

1=weakly related

2= moderately related

3=strongly related

Course Content:

Module I: Introduction to Storytelling and Persuasion

05 lecture hours

The psychology of storytelling: Why stories work

Elements of a compelling story: Character, conflict, and resolution

Storytelling in business, advertising, and social impact

Case studies: TED Talks, viral campaigns, and political speeches

Module II: Structuring a Persuasive Story

05 lecture hours

The Hero's Journey and the Three-Act Structure

Monroe's Motivated Sequence for persuasive storytelling

Using emotion, logic, and credibility (Pathos, Logos, Ethos)

Writing and pitching an elevator story

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Module III: Oral Storytelling and Presentation Skills**05 lecture hours**

Voice modulation, pacing, and non-verbal storytelling

Crafting and delivering engaging narratives

Overcoming stage fear and storytelling for leadership

Workshop: Students perform a 3-minute persuasive story

Module IV: Project – Persuasive Storytelling in Action**15 lecture hours**

Group project: Develop and pitch a persuasive campaign (oral/digital)

Peer and instructor feedback sessions

Final presentations: Students showcase their projects

Textbooks:

NA

Reference Books:

1. The Story Factor: Inspiration, Influence, and Persuasion through the Art of Storytelling" by Annette Simmons Publisher: Basic Books ISBN-13: 978-1541673495
2. Brand Storytelling: Integrated Marketing Communications for the Digital Media Landscape" by M. J. Quesenberry, Publisher: Rowman & Littlefield Publishers, ISBN-13: 978-1538176370
3. Storytelling in Marketing and Brand Communications: Theoretical and Practical Perspectives by D. Moin Routledge, Publisher: Routledge, ISBN-13: 978-1032689425
4. Writing to Persuade: How to Bring People Over to Your Side" by Trish Hall, Publisher: Liveright , ISBN-13: 978-1631497872
5. The Elements of Persuasion: Use Storytelling to Pitch Better, Sell Faster & Win More Business" by Richard Maxwell and Robert Dickman, Publisher: HarperBusiness, ISBN-13: 978-0061242399

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Semester - V

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Program Name	Bachelor of Business Administration				
MBBA208L	Design Thinking and Innovation	L	T	P	C
Owning School/Department	School of Management	2	0	2	3
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Appreciate a new approach—design thinking—that enhances innovation activities in terms of market impact, value creation, and speed.

CO2: Appreciate design and innovation beyond the design and development of new products to other fundamental sources of value creation.

CO3: Strengthen individual and collaborative capabilities to identify customer needs, create sound concept hypotheses, collect appropriate data, and develop a prototype that allows for meaningful feedback in a real-world environment.

CO4: Translate broadly defined opportunities into actionable innovation possibilities and recommendations for client organizations.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO 2	POS 3
CO1	3					3	1	2
CO2	3	3				3		2
CO3			3	3			3	2
CO4			1	3		3	3	3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Unit I: Why Design Thinking and The Design Process

03 lecture hours

Proposition, logical connectives, Truth tables, tautology, contradiction, Normal forms (conjunctive and disjunctive), Converse, inverse, contrapositive, Validity of an argument, Universal and existential quantifiers

Unit II: Scoping, The Design Brief and Visualization

04 lecture hours

Higher order derivatives, successive differentiation, Leibnitz's theorem, Introduction to partial differentiation, Euler's theorem, Jacobians, Maxima and minima, Double integrals, change of order of integration, Change of variables, Triple integrals, Applications of double and triple integrals (area, volume, centre of gravity and moment of inertia)

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Unit III Fundamentals of Ethnography and Identifying Insights**05 lectures hours**

Semi group, monoid, group, abelian group-definitions and properties, Subgroup, cyclic group, Cosets, Lagrange's theorem, Permutation group, alternating group, Normal subgroup, Homomorphism and isomorphism of groups, Rings, integral domains, and fields

Unit IV Establishing Design Criteria and Brainstorming**04 lectures hours**

Shows how to develop a succinct expression of the ideal end state of a project, and deliberately generate many fresh alternatives to the status quo.

Unit V Concept Development and The Napkin Pitch**06 lectures hours**

Details how to choose the best ideas, assemble them into detailed solutions, and rationally evaluate them, as well as introduce a simple, consistent format for summarizing and communicating new concepts.

Unit VI Assumptions Testing and Prototyping**05 lectures hours**

Introduces a tool for surfacing key assumptions underlying the attractiveness of a new concept and using data to assess the likelihood that they are true, as well as ways to create visual manifestations of concepts.

Unit VII Co-Creation, Learning Launches, and "So What?"**03 lectures hours**

Highlights ways to engage stakeholders in the development of new concepts, conduct experiments in the world quickly and inexpensively, and lead innovation in organizations

Text Book :

1. Kelley, David., Kelley, Tom. Creative Confidence. UnitedKingdom, Crown, 2013.

Reference Books :

1. Kelley, Tom., Littman, Jonathan. The Art of Innovation: Lessons in Creativity from IDEO, America's Leading Design Firm. Norway: Profile Books, 2004.
2. Generation: A Handbook for Visionaries, Game Changers, and Challengers. Germany: Wiley, 2013.
3. Liedtka, Jeanne., Salzman, Randy., Azer, Daisy. Design Thinking for the Greater Good: Innovation in the Social Sector. United Kingdom: Columbia University Press, 2017.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Program Name	Bachelor of Business Administration				
MBBA296J	Summer Internship (NTCC)	L	T	P	C
Owning School/Department	School of Management	0	0	8	4
Pre-requisites/Exposure	NA				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO 1: Apply theoretical knowledge to the practical business setting

CO 2: Develop professional skills in teamwork and project management

CO 3: Develop communication skills to present findings in the format of a written and oral report:

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	2						2
CO2	3		3				2	
CO3	3	3						

1=weakly related

2= moderately related

3=strongly related

Module 1: Pre-Internship Preparation

10 lecture hours

Orientation and expectations

Setting personal and professional goals for the internship

Module 2: Internship Period

20 lecture hours

Students engage in a 5-6-week internship in a business or organizational setting.

Regular check-ins with internship supervisor and faculty advisor to monitor progress.

Completion of assigned tasks and responsibilities as per the internship agreement.

Data Collection and Analysis

Module 3: Review and Reflection

20 lecture hours

Review by both the student and the internship supervisor.

Reflection on experiences, challenges, and achievements.

Peer-sharing sessions to discuss common internship themes.

Module 4: Report Writing and Presentation

10 lecture hours

Submission of a comprehensive internship report outlining tasks, achievements, and lessons learned.

Final presentation sharing experiences with peers and faculty.

Evaluation of the internship experience and its impact on academic and career goals.

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Text Books :

NA

Reference Books :

1. Bajpai, Naval. Business Research Methods:. India: Pearson Education India, 2011.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Semester - VI

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Name of Program	Bachelor of Business Administration				
	Behavioral and Personal Finance	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	Fundamentals of Financial Management				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Develop a comprehensive understanding of the basic concepts of Personal Finance

CO2: Identify, compare, and describe various financial products to make informed financial decisions.

CO3: Analyze risk-return relationships and compare investment in stocks, bonds, mutual funds, and derivatives and manage investment portfolios.

CO4: Evaluate and understand various insurance products in life insurance and general insurance sectors, their features, benefits, and coverage options including retirement planning.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	1						2	
CO2		3			1	3		
CO3	3			2			2	
CO4	3	3		3	3	3		1

1=weakly related 2= moderately related 3=strongly related

Course Contents:

Module 1: Introduction: Understand process of financial planning

4 lecture hours

Know about life stages of an individual, importance of goal setting,

Module 2: Money Management

7 lecture hours

Understanding concept of Time value of money applications

Module 3: Risk Management & Investment Planning

15lecture hours

Understanding Risk – Types of Investors - Risk Tolerance, Risk profiling, Asset Allocation- Strategic and Tactical. Investments in Stocks, bonds, RD, FD & Mutual Funds, gold investing, real estate, commodities. Portfolio Construction & Management. Understanding Investment strategy. Tax planning (LTCG, STCG) Live Project for Mid Term Evaluation

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Module 4: Income, Asset Protection and Loans**8 lecture hours**

Life and General Insurance Products., Retail Insurance Products- General, Health, Vehicle. Pensions. Credit Cards, Consumer Loans (Vehicle, Personal) and Housing loans. 8 lecture hours

Module 5: Retirement Planning & Employees Benefits**7 lecture hours**

Retirement need analysis: Development of retirement plan, Various retirement schemes Employee Provident Fund, Public Provident Fund, National Pension Scheme. Estate Planning.

Module 6: Taxation**4 lecture hours**

Deductions available under Income Tax Act (Section 80C, 80CCD, 80CCC, 80 E, 80D, 80G). Project Submission (Financial Plan) for Continuous Evaluation

Textbooks:

1. Murali, S., & Subbakrishna K.R., Personal Financial Planning (Wealth Management). Himalaya Publishing House.
2. Gitman, Lawrence J., Joehnk Michael D., & Billingsley., Personal Financial Planning.
3. Cengage Learning India Private Limited. Madura, J., Personal Finance. Pearson.

Reference Books:

1. Khan M.Y, Financial Services, Tata McGraw Hill
2. Risk Management & Insurance Planning, Jatinder Loomba, PHI Learning

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Name of Program	Bachelor of Business Administration				
	Camus to Corporate	L	T	P	C
Owning School/Department	School of Management	0	0	4	2
Pre-requisites/Exposure	None				

Course Summary

This course is designed to equip students with the essential skills and knowledge required for a smooth transition from campus life to the corporate world. It covers various aspects such as professional communication, workplace etiquette, time management, career development, and emotional intelligence. Through interactive sessions, real-life case studies, and practical exercises, students will develop the confidence and competence needed to excel in their professional endeavours.

Course Outcomes (CO)

CO1: Equip students with an understanding of professional etiquette and corporate culture.

CO2: Teach the fundamentals of networking /relationship building and time management in a professional context.

CO3: Use emotional intelligence techniques in business and personal situations to improve decision making.

CO4: Cultivate problem-solving and decision-making skills relevant to corporate challenges.

CO5: Embrace emerging digital tools and technologies for professional development.

CO – PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	2	3	1	2	2	3	3
CO2	3	2	3	1	2	2	3	2
CO3	2	3	2	1	1	1	3	3
CO4	2	3	2	3	2	3	2	3
CO5	2	2	2	3	3	3	2	2

3 = Strongly Mapped 2 = Moderately Mapped 1 = Weakly Mapped

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Course Content

Module 1	Introduction to Corporate Environment	06 lecture hours
A	Understanding the corporate culture	
B	Key differences between academic and corporate environments	
C	Importance of adaptability and flexibility	
Module 2	Setting Realistic Goals & Time Management	06 lecture hours
A	How to set achievable goals in first job	
B	Understanding job descriptions and roles vs. actual job duties	
C	Identifying and addressing personal and external time wasters	
Module 3	Workplace Etiquette & Professional Networking	06 lecture hours
A	Professional Appearance and Punctuality	
B	Handling conflicts and difficult situations professionally	
C	Navigating Professional Networks with Mentorship	
Module 4	Developing Emotional Intelligence (EI)	06 lecture hours
A	Benefits of EI at workplace	
B	Role of EI in Decision-Making	
C	Constructive Feedback Techniques	
Module 5	Professionalism in the Digital Age	06 lecture hours
A	Digital Communication Etiquettes	
B	Embracing Digital Tools and Technologies	
C	Ethics and Privacy in Digital Interactions	

Textbooks/Learning Resources:

None

Reference Books/Learning Resources:

1. Ramesh, G & Ramesh, M (2015). *From College to Career*. Pearson
2. Mariotti, S., Newberry, B., & Chowdhary, N. P. (2019). *College & career readiness: Teacher's Edition*.
3. Mishra, A., & Mishra, K. (2020). *College to career: Your Guide to Getting Your Dream Job*. Independently Published.
4. 5 steps to building a personal brand you feel good about
https://www.ted.com/talks/marcos_salazar_5_steps_to_building_a_personal_brand_you_feel_good_about?subtitle=en&geo=hi
5. What's Your Brand?
https://www.ted.com/talks/kent_noble_what_s_your_brand?geo=hi&subtitle=en
6. The 3 Magic Ingredients of Amazing Presentations | Phil WAKNELL | TEDxSaclay
<https://www.youtube.com/watch?v=yoD8RMq2OkU>

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Assessment Scheme

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Name of Program	Bachelor of Business Administration (BBA)				
	Health and Wellness	L	T	P	C
Owning School/Department	School of Management	0	0	4	2
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand the fundamental concepts of health and wellness

CO2: Managing their physical, mental, emotional and social health through practical tools discussed.

CO3: Evaluate the impact of nutrition, sleep, and fitness in maintaining holistic health and wellness.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	1	1	2	3	2	1	3	2
CO2	1	1	2	3	2	1	3	2
CO3	1	1	2	3	2	1	3	2

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to Health and Wellness

15 lecture hours

Definition of health and wellness, difference between health and wellness, Importance of health in everyday life, Components of health- physical, mental, emotional and social and its relevance; relevant videos/ cases/ activities

Module II: Physical Health

15 lecture hours

Introduction to various activities to improve physical health; students to identify a set of physical activities that will improve their overall health – fitness, nutrition, sleep, yoga, meditation etc.; relevant videos/ cases/ activities

Activity – Students will keep a record of the physical activities they are doing and its impact on their physical health

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Module III: Mental Health & wellness**15 lecture hours**

Importance of Mental Health and wellness, Managing Mental Health and wellness - Self-reflection and awareness, finding purpose, mindful meditation, etc.

Activity – Students to identify any one method of managing mental health as mentioned above and practice the same during the course and record their experiences

Module IV: Emotional and Social Health**15 lecture hours**

Stress Management – identification of stress, identification of trigger points, introduction to relaxation techniques; relevant videos/ cases/ activities

Activity – Students to document their ability to identify stress and trigger points and the effectiveness of relaxation techniques

Textbooks:

NA

Reference Books:

NA

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Name of Program	Bachelor of Business Administration					
	Emerging Technologies and Opportunities	L	T	P	C	
Owning School/Department	School of Management	2	0	0	2	
Pre-requisites/Exposure	NA					

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Identify different emerging technologies

CO2: Differentiate between a couple of emerging technologies

CO3: Select appropriate technologies and tools for a given task

CO4: Identify necessary inputs and areas for application of emerging technologies

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO 2	POS 3
CO1	3	3	2	2	1	2	2	1
CO2	3	3	3	3	1	3	2	1
CO3	3	3	3	3	1	3	2	1
CO4	2	1	1	1	3	3	1	3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction

6 lecture hours

Evolution of Technologies, Role of Data for Emerging Technologies, Enabling devices and networks (Programmable devices), Human-Machine Interaction, Future Trends in Emerging Technologies.

Module II: Data Science

6 lecture hours

An overview of data science, Data types and data representations, Data value Chain, Basic concepts of big data

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Module III: Artificial Intelligence (AI)**6 lecture hours**

What is Artificial Intelligence?, History of AI, Levels of AI, Types of AI, Influencers of artificial intelligence, Applications of AI, AI tools and platforms, Sample AI application

Module IV: Internet of Things (IoT)**6 lecture hours**

Overview of IoT, How does it work?, IoT Tools and Platforms, Applications of IOT

Module V: Ethics and Professionalism Of Emerging Technologies**6 lecture hours**

Technology and ethics, Digital privacy, Accountability and trust, Threats and challenge

Text Books:

1. Gunther, R.E., 2004. *Wharton on managing emerging technologies*. John Wiley & Sons.

Reference Books:

1. Pacansky-Brock, M., 2012. *Best practices for teaching with emerging technologies*. Routledge.

Relevant case-studies would be shared in the class for discussions.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Semester - VII

Rajesh Chakrabarti

Name of Program	Bachelor of Business Administration (BBA)				
	Methods of Qualitative Research	L	T	P	C
Owning School/Department	School of Management	3	0	2	4
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Students will be able to understand the foundations of qualitative research, differentiate it from quantitative approaches, and explain its relevance in business and management contexts.

CO2: Students will acquire the skills to design qualitative research studies, apply appropriate data collection methods, and manage data using basic coding and analysis techniques.

CO3: Students will develop the ability to recognize ethical issues in qualitative research, ensure responsible handling of sensitive data, and effectively present research findings in academic and business formats.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3	2	2	2	3	2	2
CO2	3	3	2	2	2	3	2	2
CO3	3	3	2	2	2	3	2	2

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Foundations of Qualitative Research

06 lecture hours

Nature and characteristics of qualitative research, Differences between qualitative and quantitative approaches, Philosophical foundations: ontology, epistemology, interpretivism, Relevance of qualitative research in business and management

Module II: Designing Qualitative Research

06 lecture hours

Formulating research questions, Choosing a qualitative design: case study, ethnography, grounded theory, phenomenology, Ethical considerations: consent, confidentiality, reflexivity, Sampling techniques: purposive, snowball, theoretical

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Module III: Data Collection Techniques**08 lecture hours**

Interview as a research method: Single and dyadic interviews; structured, semi-structured, unstructured interviews; face-to-face interviews and remote interviews, Focus groups methods, Observations and field notes, Document and visual data collection, visual methods – benefits and challenges; the role of the researcher.

Module IV: Data Preparation and Management 6 lecture hours**06 lecture hours**

Transcription practices and tools, Organizing and storing qualitative data, and concepts, Coding basics and memo writing, constructing life histories, Introduction to qualitative software (NVivo, Atlas.ti)

Module V: Data Analysis and Interpretation**06 lecture hours**

Thematic analysis: identifying patterns and themes, Narrative analysis and content analysis, Grounded theory: coding procedures, Ensuring credibility and trustworthiness in analysis (e.g., triangulation, member checks)

Module VI: Ethical Guidelines in Qualitative Research**06 lecture hours**

Respect, Privacy, and Informed Consent, Researcher's Role and Avoiding Bias, Dealing with Sensitive Information, Ethical Challenges in the Digital Age

Module VII: Writing and Presenting Qualitative Research**6 hours**

Structuring qualitative research reports, Using quotes, visual data, and researcher voice, Presenting findings to academic and business audiences, Final project presentations and reflective discussion

Textbooks:

ACCA Study Material

Reference Books:

ACCA Study Guide

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Name of Program	Managerial Effectiveness Workshop				
	Managerial Effectiveness Workshop	L	T	P	C
Owning School/Department	School of Management	2	0	2	3
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Relate contemporary leadership theories and principles with real-life business scenarios to inspire and motivate teams towards achieving organizational goals.

CO2: Understanding of one's ability to establish and maintain mutually satisfying relationships through Emotional Intelligence.

CO3: Demonstrate leadership skills to solve business problems by leading teams.

CO4: Develop ethical business practices fostering a culture of integrity and sustainability.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3	3	3	3	2	2	3
CO2	2	3						2
CO3			2	3				
CO4	3				3			

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to Managerial Effectiveness

10 lecture hours

Leadership Theories and Principles- Study of various leadership theories, styles, and principles. Understanding the role of a leader. Case study. Understanding Self- One's Strengths and Weaknesses – Psychometric Test will be conducted for understanding oneself. Communication: The power of Listening. Understanding one's style of listening.

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Module II: Emotional Intelligence and it's understanding and implications as a Leader. 12 lecture hours

Study of various aspects of components of Emotional Intelligence and the implementation of the concept of Rational Emotive Behaviour Therapy. Decision Making and Problem Solving - Techniques and tools for decision-making and problem-solving. Role of critical thinking in decision making - Case Study Team Management- Understanding team dynamics, managing team conflicts, and building effective teams.

Module III: Ethics and Social Responsibility in Management 08 lecture hours

Understanding the importance of ethics and social responsibility in management. Case study on ethical dilemmas in management. Leadership in Action - Analysis and discussion of leadership cases/situations.

Suggested Readings:

1. Harvard Business Review: "The Best Managers are Leaders -and Vice Versa" <https://hbr.org/2022/09/the-best-managers-are-leaders-and-vice-versa>
2. Harvard Business Review: "What Great Managers Do" - <https://hbr.org/2005/03/what-great-managers-do>
3. MIT Sloan Management Review: "Developing Effective Managers and Leaders" - <https://sloanreview.mit.edu/article/developing-effective-managers-and-leaders/>
4. Ivey Business Journal: "Managerial Effectiveness vs. Efficiency" - <https://iveybusinessjournal.com/publication/managerial-effectiveness-vs-efficiency/>
5. Harvard Business Review: 'What Makes a Leader' -
6. Journal of Business Ethics: "Managerial Effectiveness and Ethics: An Empirical Study" - <https://link.springer.com/article/10.1007/BF00380329>
7. Academy of Management Journal: "Managerial Cognitive Complexity and Strategic Decision Outcomes: An Empirical Analysis" - <https://journals.aom.org/doi/abs/10.5465/256405>
8. Journal of Management Studies: "Managerial Effectiveness in a Global Context" - <https://onlinelibrary.wiley.com/doi/abs/10.1111/j.1467-6486.2007.00700.x>

Reference Books:

NA

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Name of Program	Bachelor of Business Administration (BBA)				
	Business Simulation	L	T	P	C
Owning School/Department	School of Management	0	0	12	6
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Students will be able to understand different areas of business and experience how they all come together to make the complete entity leading to the success of the business

CO2: Students will acquire the skills to collaborate effectively in teams and analyse how the various areas of the business are interconnected and regulated

CO3: Students will develop the ability identify and apply various business analysis tools required for planning an managing a business

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3	2	1	2	3	2	2
CO2	3	3	2	1	2	3	2	2
CO3	3	3	2	1	2	3	2	2

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to Business Simulation

15 lecture hours

Introduction to business; aims of business; structure of business; important elements of business; functions of business; relevant case lets/ videos/ guest lecture

Module II: Planning for a business

15 lecture hours

Students in groups brainstorm, discuss and start planning for a business. They discuss the basic requirement and highlight the basic ideas relating to approx. finance, required infrastructure, raw materials, labour, etc. required for their business, relevant case lets/ videos/ guest lecture

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Module III: Finalization of Business Plan and Strategy**15 lecture hours**

Students in groups finalize their business plan, divide the team members into various business heads (HR, Marketing, Finance, Strategy, Operations, etc.), each of these sub-units finalize their respective requirements/ strategies, relevant case lets/ videos/ guest lecture.

Module IV: Execution of the business plan**15 lecture hours**

Each of the teams progresses with their business based on the strategy and the plan finalized in the earlier phase, relevant case lets/ videos/ guest lecture.

Module V: Adapting to Changes**15 lecture hours**

Each team/ business gets impacted due to regulatory/ policy/ global changes. As a result, the teams/ businesses are now forced to rework on their strategies and continue operating their businesses, relevant case lets/ videos/ guest lecture

Module VI: The Final Output**15 lecture hours**

Each team works on the final submission striving to show how successful their respective businesses have been incorporating their entire journey from the planning to the final output.

Textbooks:

NA

Reference Books:

NA

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Name of Program	Bachelor of Business Administration				
	Personal Branding	L	T	P	C
Owning School/Department	School of Management	1	0	4	3
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

- CO1: Understand the foundations of personal branding.
CO2: Design and implement an action-based personal brand strategy using digital tools.
CO3: Develop an authentic, professional identity that aligns with long-term goals.
CO4: Communicate their brand story effectively in both physical and digital spaces.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	1	2		2				
CO2	2	3	3	2	2	2		
CO3				2	2	2	3	
CO4	2	3	3	2		2	1	1

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I Introduction to Personal Branding (3 Lecture + 6 Practical Hours)

1. What is personal branding and why it matters ; defining your personal values, strengths, and goals.
2. Self-assessment through Johari Window, SWOT, TOWS analysis etc.; Reflective journaling for self-awareness

Module II: Designing Your Brand Identity (3 Lecture + 6 Practical Hours)

1. Building your personal narrative; identifying values, passions, and unique selling points (USP); Voice, tone, and visual identity in branding
2. Build your brand board (visual + textual), Peer feedback session: brand pitch.

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Module III: Strategic Self-Marketing**(3 Lecture + 6 Practical Hours)**

1. Understanding how to use strategic marketing models and techniques for designing and enhancing your professional image; learn how to develop an effectively gather and organize information of your mastery and then communicating them to target audiences.
2. Developing strategic self-marketing plan tailored to career goals; Mock presentations to refine communication of personal brand.

Module IV: Social Media and Digital Branding**(3 Lecture + 6 Practical Hours)**

1. Social media strategies for personal branding in the digital age; Building consistency across platforms (LinkedIn, Twitter, etc.), AI-powered personalization and dynamic brand identities.
2. LinkedIn profile makeover; Personal website/blog initiation

Module V: Sustainability & Showcase**(3 Lecture + 6 Practical Hours)**

1. Evolving with your brand: feedback, rebranding, growth; Ethics, boundaries in branding.
2. Personal brand showcase (presentation + portfolio), Peer and mentor review panels

Textbooks:

N/A

Reference Books:

1. Kang, Karen. *Branding Pays: The Five-Step System to Reinvent Your Personal Brand*. BrandingPays Media, 2013.
2. Clark, Dorie. *Reinventing You: Define Your Brand, Imagine Your Future*. Harvard Business Review Press. Deckers, Erik & Lacy, Kyle. *Branding Yourself: How to Use Social Media to Invent or Reinvent Yourself*. Pearson Education, 2017.
3. Deckers, Erik & Lacy, Kyle. *Branding Yourself: How to Use Social Media to Invent or Reinvent Yourself*. Pearson Education, 2017.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%



Name of Program	Bachelor of Business Administration				
	Community Project	L	T	P	C
Owning School/Department	School of Management	0	0	8	4
Pre-requisites/Exposure	None				

Course Outcomes (COs)

After the completion of course, the student(s) will benefit by:

CO1: Inculcate in students a sensitivity towards the needs of the society

CO2: Understand the importance of working in a group towards solving a societal goal

CO3: Application of Managerial Skills in Social Contexts

CO4: Enhancing communication and interpersonal skills through interaction with diverse community groups.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	1	2	2	2	3	1	2	3
CO2	1	2	3	2	2	1	2	2
CO3	3	2	2	1	2	3	1	3
CO4	1	1	3	2	2	1	2	2

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction

02 practical hours

1. Introduction to the course and activities
2. Exploration and identification of activities/project
3. Identification of organizations for target community group
4. Formation of teams working in different areas
5. Feasibility of the identified project

Module 2: Learning from the examples of the world's leading social workers and innovative brains **11 Practical hours**

The aim of the module is to sensitize the students about how the best brains in the world are working towards tackling the pressing issues surrounding our society at large. Through examples from Bill Gates' life, the students will try and understand how issues like malnutrition and sanitation are addressed by the richest nations.

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Module 3: Field Visit, Project Report and Presentations

IMPLEMENTATION OF SUSTAINABLE DEVELOPMENT GOALS (SDGs) IN A VILLAGE ECOSYSTEM

100 Practical Hours

Project Initiation – Phase I

1. Field visit: - Problem identification and formulation
2. Designing the survey methods/training program
3. Preparation of activity schedule and task assignment
4. Submission of progress report to the faculty

Project Progress-Phase II

1. Regular field visits to the localities or communities where the work has been identified
2. Analysis of works being carried out
3. Re-work on strategy formulated if any deviation appears

Project Completion-Phase III

1. Field Visits and culmination of project work
2. Findings and analysis of activities conducted
3. Expediting the project work

Final report submission and presentation

Text Books:

None

Reference Books:

None

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Name of Programs	Bachelor of Business Administration				
	Dissertation	L	T	P	C
Owning School/Department	School of Management	0	0	8	4
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Appreciate the inter-relatedness of management sciences and theories in all business decisions by the end of this course.

CO2: Identify and analyse the management related issues and develop themselves as reflective practitioner and learning can be applied to various business decision-making scenarios.

CO3: Apply management knowledge in real-life consumption scenarios and business decisions/strategies based on the developed understanding.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	2	1	1	1	3	2	1
CO2	2	3	1	1	1	2	1	1
CO3	3	2	1	2	1	2	1	3

1=weakly related

2= moderately related

3=strongly related

Module 1

Introduction and setting the expectations from Dissertations

10 lecture hours

Expected Outcomes' research process, ways of working, Synopsis presentation on the compendium of articles , Choosing a Research Topic

Module 2

20 lecture hours

Familiarization with Research Resources like Ebsco, Literature Review, Work on literature review, Presentation of Research topic.

Module 3

10 lecture hours

Writing a research proposal and creating a research plan , Developing Research Questions , Identifying Variables and data sources

Module 4

10 lecture hours

Collection of data, Data Cleaning and Data Analysis

Module 5

10 lecture hours

Interpretation of Results and writing report, Final Report Submission and Presentation

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Text Books :

1. Panneerselvam, R.. Research Methodology. India: Phi Learning, 2014.
2. .Adu, Philip. Dissertation Research Methods: A Step-by-Step Guide to Writing Up Your Research in the Social Sciences. United Kingdom: Taylor & Francis, (n.d.).

Reference Book :

1. Yelikar, Kanan. Essentials of Research Methodology and Dissertation Writing. India: Jaypee Brothers Medical Publishers Pvt. Limited, 2009.:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Semester - VIII

Rajesh Chakrabarti

Name of Program	Bachelor of Business Administration (BBA)				
	Research Project	L	T	P	C
Owning School/Department	School of Management	0	0	24	12
Pre-requisites/Exposure	None				

Course Outcomes (COs)

CO 1: Demonstrate the ability to formulate a clear research problem, develop objectives, and design an appropriate methodology to investigate real-world business issues.

CO 2: Apply relevant research tools and techniques to collect, analyze, and interpret business data, ensuring ethical standards and academic integrity.

CO 3: Present research findings in a structured written report and effectively communicate insights and recommendations through oral presentations.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3	2	2	2	3	2	2
CO2	3	3	2	2	2	3	2	2
CO3	3	3	2	2	2	3	2	2

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I

02 practical hours

Online sessions on introduction and setting the expectations from the research project, expected outcomes and discussion of the working module, project briefing and topic approval (by the mentor)

Module II : Proposal development and Literature survey

08 practical hours

Objectives, problem statement, hypothesis, scope, Review of prior studies, theory building

Module III: Data and Methodology

06practicalhours Research Design,

sampling data tools, data collection

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Module IV: Data Analysis**04 practical hours**

Familiarizing with the datasets and software like NVIVO, SPSS, STATA, R, PYTHON (depending on the area of the research project) and conducting the analysis (under the guidance of the mentor

Module V: Report Writing and Submission**04 practical hours**

Drafting the report with mentor input, online presentation and VIVA

Text Books:

N/A

Reference Books:

N/A

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Name of Program	Bachelor of Business Administration				
	Community Project	L	T	P	C
Owning School/Department	School of Management	0	0	8	4
Pre-requisites/Exposure	None				

Course Outcomes (COs)

After the completion of course, the student(s) will benefit by:

CO1: Inculcate in students a sensitivity towards the needs of the society

CO2: Understand the importance of working in a group towards solving a societal goal

CO3: Application of Managerial Skills in Social Contexts

CO4: Enhancing communication and interpersonal skills through interaction with diverse community groups.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	1	2	2	2	3	1	2	3
CO2	1	2	3	2	2	1	2	2
CO3	3	2	2	1	2	3	1	3
CO4	1	1	3	2	2	1	2	2

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction

10 Practical hours

4. Introduction to the course and activities
5. Exploration and identification of activities/project
6. Identification of organizations for target community group
7. Formation of teams working in different areas
8. Feasibility of the identified project

Module 2: Learning from the examples of the world's leading social workers and innovative brains **10 Practical Hours**

The aim of the module is to sensitize the students about how the best brains in the world are working towards tackling the pressing issues surrounding our society at large. Through examples from Bill Gates' life, the students will try and understand how issues like malnutrition and sanitation are addressed by the richest nations.

Rajesh Chakrabarti

Module 3: Field Visit, Project Report and Presentations

IMPLEMENTATION OF SUSTAINABLE DEVELOPMENT GOALS (SDGs) IN A VILLAGE ECOSYSTEM

100 Practical Hours

Project Initiation – Phase I

9. Field visit: - Problem identification and formulation
10. Designing the survey methods/training program
11. Preparation of activity schedule and task assignment
12. Submission of progress report to the faculty

Project Progress-Phase II

13. Regular field visits to the localities or communities where the work has been identified
14. Analysis of works being carried out
15. Re-work on strategy formulated if any deviation appears

Project Completion-Phase III

16. Field Visits and culmination of project work
17. Findings and analysis of activities conducted
18. Expediting the project work

Final report submission and presentation

Text Books:

None

Reference Books:

None

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Name of Program	Bachelor of Business Administration				
MBBA115L	Financial Accounting	L	T	P	C
Owning School/Department	School of Management	4	0	0	4
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand the purpose and types of businesses and how they interact with key stakeholders and the external environment.

CO2: Understand business organisation structure, functions and the role of corporate governance.

CO3: Recognise the functions, systems and new technologies in accountancy and audit in communicating, reporting and assuring financial information, including the effective compliance, internal control and security of financial and other data.

CO4: Recognise the principles of authority and leadership and how teams and individuals are recruited, managed, motivated and developed.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3							2
CO2					3			3
CO3		3				3		
CO4			3			3		

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: The context and purpose of financial reporting

5 lecture hours

The context and purpose of financial statements for external reporting, Stakeholders' needs, the main elements of financial statements, the regulatory framework, Duties and responsibilities of those charged with governance.

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Module II: Accounting principles, concepts and qualitative characteristics

15 lecture hours

Key principles and concepts of accounting, Qualitative characteristics of useful financial information, Double-entry bookkeeping principles including the maintenance of accounting records, General ledger accounts and journal entries

Module III: Recording transactions and events

10 lecture hours

Sales and purchases Book, Cash Book and Petty Cash Book, Accounting related to Inventories Management, Concept, principle and rules related to tangible non-current assets, Depreciation, Concept, principle and rules related to Intangible non-current assets and amortization, Accrued expenses, prepaid expenses (prepayments), accrued income, and deferred income, Receivables and payables, Concept, principle and rules related to Provisions and contingencies, Capital structure and finance costs, Concept and preparation of trial balance.

Module IV: Reconciliations

7 lecture hours

Bank reconciliations, Trade payables account reconciliations, Suspense Account

Module V: Preparing financial statements

13 lecture hours

Statement of profit or loss and other comprehensive income, Statement of financial position, Disclosure notes, Detailed Preparation of books of accounts of a sole proprietorship firm and understanding of a corporate entity's financial statements, Statement of cash flows, Preparation Presentations, case study analysis, group discussion

Module V: Interpretation of financial statements

10 lecture hours

Importance and purpose of analysis of financial statements, Ratios, Analysis of financial statements, Case Study

Textbooks:

- ACCA approved book (2021). Financial Accounting, BPP Learning Media.
- Financial Accounting, Volume 1: Text & Illustrations by Bhushan Kumar Goyal & H.N Tiwari. Taxmann's

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Reference Books:

- Financial Accounting: Global Edition: International Financial Reporting Standards by Walter T. Harrison. Charles Horngren. Bill Thomas
- Fundamental Financial Accounting Concepts, Thomas Edmonds, Christopher Edmonds, Mark Edmonds, Frances McNair. McGraw Hill
- Financial Accounting (What's New in Accounting) 12th Edition. by C. Thomas, Wendy Tietz, Walter Harrison. Pearson

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Note-1) Internal Assessment consists of two parts. The first 20 marks are allocated to the continuous assessment of numerical problem-solving submissions and class participation. The second 20 marks are based on a detailed group project submission and its presentation. Details regarding all these components will be shared by the instructor with the learners in due course via Outlook mail.

2)Mid-terms constitute pen and paper examination.

Rajesh Chakrabarti

Name of Program	Bachelor of Business Administration				
MBBA1016L	Business and Technology	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand the purpose and types of businesses and how they interact with key stakeholders and the external environment.

CO2: Understand business organisation structure, functions and the role of corporate governance.

CO3: Recognise the functions, systems and new technologies in accountancy and audit in communicating, reporting and assuring financial information, including the effective compliance, internal control and security of financial and other data.

CO4: Recognise the principles of authority and leadership and how teams and individuals are recruited, managed, motivated and developed.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3							2
CO2					3			3
CO3		3				3		
CO4			3			3		

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: The business organization, its stakeholders and the external environment

5 lecture hours

The purpose and types of business organisation, Stakeholders in business organisations, Political and legal factors affecting business, Macroeconomic factors, Micro economic factors, Social and demographic factors, Technological factors, Environmental factors, Competitive factors

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Module II: Business organisational structure, functions and governance

8 lecture hours

The formal and informal business Organisation, Business organisational structure and design, Organisational culture in business, Committees in business organizations, Governance, and social responsibility in business

Module III: Accounting and reporting systems, technology, compliance, controls

8 lecture hours

The relationship between accounting and other business functions, Accounting and finance functions within business organizations, Principles of law and regulation governing accounting and auditing, The sources and purpose of internal and external financial information, provided by business, Financial systems, procedures and related IT applications, Internal controls, authorisation, security of data and compliance within business, Fraud and fraudulent behaviour and their prevention in business, including money laundering., The impact of Financial Technology (Fintech) in accountancy and reporting.

Module IV: Leading and managing individuals and teams

8 lecture hours

Leadership, management and supervision, Recruitment and selection of employees, Individual and group behaviour in business organisations, Team formation, development and management, Motivating individuals and groups, Leading and training at work, Review and appraisal of individual performance.

Presentations, case study analysis, group discussion

Module V: Personal effectiveness and communication

8 lecture hours

Personal effectiveness techniques, Consequences of ineffectiveness at work, Competence frameworks and personal development, Sources of conflicts and techniques for conflict resolution and referral, Communicating in business

Module VI: Professional ethics in accounting and business

8 lecture hours

Fundamental principles of ethical behaviour, The role of regulatory and professional bodies in promoting ethical and professional standards in the accountancy profession, Corporate codes of ethics, Ethical conflicts and dilemmas.

Presentations, case study analysis, group discussion

Text Books:

Rajesh Chakrabarti

- ACCA approved book (2021). Business and Technology, BPP Learning Media.

Reference Books:

- Koontz, H. and Weihrich, H. (2017). Essentials of Management: AN International, Innovation and Leadership Perspective, 10e, McGraw-Hill Education.
- Khalil, T. and Shankar, R. (2017). Management of Technology: The Key to Competitiveness and Wealth Creation, McGraw Hill Education; 2nd edition.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Name of Program	Bachelor of Business Administration (BBA)				
MBBA1018L	Financial Reporting	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Discuss and apply conceptual and regulatory frameworks for financial reporting.

CO2: Account for transactions in accordance with IFRS Standards and Analyse and interpret financial statements.

CO3: Prepare and present financial statements for single entities and business combinations in accordance with IFRS Standards.

CO-PO/PSO Mapping

COs → POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO 2	POS 3
CO1	3		2		3	2		
CO2	3	2	2		3	2		
CO3	3	2	2		3	2	1	1

1= Weakly related

2= Moderately related

3= Strongly related

Course Contents:

Module 1: The conceptual and regulatory framework for financial reporting 14 lecture hours

The need for a conceptual framework and the characteristics of useful information, Recognition and measurement, Regulatory framework

The concepts and principles of groups and consolidated financial statements.

Preparation of consolidated financial statements for a simple group

Module 2: Accounting for transactions in financial statements 24 lecture hours

Tangible non-current assets, Intangible assets, Impairment of assets and Inventory and biological assets

Financial instruments, Leasing, Taxation, Government grants and Foreign currency transactions

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Module 3: Analysing and interpreting the financial statements of single entities 7 lecture hours

Limitations of financial statements, Calculation and interpretation of accounting ratios and trends to address users' and stakeholders' needs.

Limitations of interpretation techniques, Specialized, not-for-profit, and public sector entities

Textbooks:

1. Guide To International Financial Reporting Standards by B D Chatterjee Edition 2021, Bloomsbury

Reference Books:

1. Kulkarni, ACCA Reference Book provided by Zell Education.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chatterbarshi

Name of Program	BBA				
	Financial Management	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Explain financial management objectives and decision-making frameworks.

CO2: Apply investment appraisal techniques for capital budgeting.

CO3: Analyze financial risk management techniques and evaluate sources of finance and capital structure decisions.

CO4: Interpret financial statements for business valuation and decision-making.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO	POS
CO1	3		3			3		2
CO2	2				3			
CO3		3		2			2	
CO4			2			3		

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1

10 lecture hours

Chapter 1: Financial Management Function

Chapter 2: Time Value of Money

Chapter 3: Investment Appraisal: ARR, Payback and Discounted Payback periods

Chapter 4: Investment Appraisal: NPV, IRR, Basics of Inflation

Module 2

10 lecture hours

Chapter 5: Investment appraisal: Under uncertainty

Chapter 6: Investment Appraisal: Asset Investment Decisions and Capital Rationing

Chapter 7: Financial Management Environment

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Module 3**10 lecture hours**

Chapter 8: Sources of Finance

Chapter 9: Cost of capital

Chapter 10: Business Valuation

Module 4**10 lecture hours****15 hours**

Chapter 11: Working Capital Management: Introduction

Chapter 12: Working Capital Management: Inventory control

Chapter 13: Working Capital Management: Accounts Receivables & Payables

Chapter 14: Working Capital Management: Cash and funding strategies

Module 5**05 lecture hours**

Chapter 15: Financial markets and treasury function

Chapter 16: Risk Management: Interest Rate Risk

Chapter 17: Risk Management: Foreign exchange risk

Chapter 18: Dividend Policy

Chapter 19: Ratio Analysis

Text Books:

1. Zell Study Notes - ACCA FM

Reference Books:

1. BPP - ACCA FM Course Book - BPP Holdings Limited 2023
2. Kaplan - ACCA FM Study Text - Kaplan Publishing UK

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Name of Program	Bachelor of Business Administration (BBA)				
	Corporate and Business Law	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Students will be able to understand essential elements of different legal systems, identify different types of international business forms and differentiate constitutions of various business organisations

CO2: Students will acquire the skills to compare and contrast types of financing options of companies and explain how companies are managed and regulated

CO3: Students will develop the ability identify the laws relating to insolvency and understand corporate frauds

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3	2	2	2	3	2	2
CO2	3	3	2	2	2	3	2	2
CO3	3	3	2	2	2	3	2	2

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Essential elements of legal systems

6 lecture hours

Business, political and legal systems; International trade, international legal regulation and conflict of laws; Alternative dispute resolution mechanisms

Module II: International business transactions

6 lecture hours

Introduction to the UN Convention on Contracts for the International Sale of Goods

and ICC Incoterms; Obligations of the seller and buyer, and provisions common to both

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Module III: Transportation and payment of international business transactions

6 lecture hours

Transportation documents and means of payment

Module IV: The formation and constitution of business organisations 6 lecture hours

Agency law; Partnerships; Corporations and legal personality; The formation and constitution of a company

Module V: Capital and the financing of companies

6 lecture hours

Share capital; Loan capital; Capital maintenance and dividend law

Module VI: Management, administration and the regulation of companies 6 lecture hours

Company directors; Other company officers; Company meetings and resolutions

Module VII: Insolvency law

5 lecture hours

Insolvency and administration

Module VIII: Corporate fraudulent and criminal behaviour

4 lecture hours

Fraudulent and criminal behaviour

Textbooks:

ACCA Study Material

Reference Books:

ACCA Study Guide

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Name of Program	Bachelor of Business Administration				
MBBA3044L	Storytelling with Data	L	T	P	C
Owning School/Department	School of Management	0	0	4	2
Pre-requisites/Exposure	Basic understanding of data analysis concepts				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand the fundamentals of data storytelling and its importance in decision-making.

CO2: Apply principles of effective data visualization to create impactful visual narratives.

CO3: Develop engaging data stories using visualization tools such as Tableau, Power BI, or Python-libraries.

CO4: Critically evaluate and refine data stories to enhance clarity, accuracy, and audience engagement.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2	2	2	2	2	1	3	2
CO2	2	3	3	3	2	3	2	3
CO3	2	3	3	3	3	3	3	3
CO4	3	2	2	2	2	1	3	2

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to Data Storytelling

04 lecture hours

Basics of storytelling, Importance of context, Audience understanding, Difference between reporting and storytelling.

Module II: Principles of Effective Data Visualization

04 lecture hours

Data encoding, Choosing the right charts, Avoiding common visualization pitfalls, Cognitive load considerations.

Module III: Tools for Data Storytelling

12 lecture hours

Introduction to tools: Tableau, Power BI, Python (Matplotlib, Seaborn), Canva for infographics.

Module IV: Building Data Narratives

06 lecture hours

Structuring a data story, Combining visuals and text, Case studies of effective data stories.

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Module V: Refining and Presenting Data Stories

04 lecture hours

Feedback loop, Story iteration, best practices for impactful presentations.

Text Books:

Knaflic, C. N. (2015). *Storytelling with Data: A Data Visualization Guide for Business Professionals.* Wiley.

Dykes, B. (2019). *Effective Data Storytelling: How to Drive Change with Data, Narrative, and Visuals.* Wiley.

Reference Books:

McCandless, D. (2012). *Information is Beautiful.* HarperCollins.

Cairo, A. (2016). *The Truthful Art: Data, Charts, and Maps for Communication.* New Riders.

Berinato, S. (2016). *Good Charts: The HBR Guide to Making Smarter, More Persuasive Data Visualizations.* Harvard Business Review Press.

Few, S. (2009). *Now You See It: Simple Visualization Techniques for Quantitative Analysis.* Analytics Press.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Name of Program	Bachelor of Business Administration				
	Industry Review Project	L	T	P	C
Owning School/Department	School of Management	0	0	4	4
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

By the end of this program, students should have the following knowledge, skills and values:

CO1: Identify the thrust areas of research.

CO2: Conduct the literature survey and problem identification and articulate the research gap

CO3: Develop research proposal and design for a study

CO4: Analyze the data applying statistical tools and summarize the findings.

CO5: Develop a research report, Present conference papers and publish articles in refereed journals

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3	2	2	1	2	2	1
CO2	3	3	3	3	1	3	2	1
CO3	3	3	3	3	1	3	2	1
CO4	2	1	1	1	3	3	1	3
CO5	3	2	2	3	1	3	3	1

1=weakly related

2= moderately related

3=strongly related

Course Guidelines:

I About the project & Guidelines

The purpose of writing the project is to communicate the findings of the project study undertaken on a particular topic/Industry (based on specialization) by a student in a systematic way, in partial fulfilment of the BBA programme. It is a time- bound and independent study guided by a faculty member.

- Students are advised to carry out their project work in any one area based on certain industry/sector such as Finance, Marketing, Entrepreneurship or Human Resource & Business Analytics.

- Allocation of research guides will be done by the Department. The guide allocation has been notified to you. You are required to contact the faculty guide and discuss the topic you want to pursue.

- You are required to meet the guide as per schedule made in the time table and on a case to case basis to ensure adherence to timelines.

- The project report must be selective and intensive study on a particular topic, presented in a simple and systematic manner.

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- Industry based Project writing should exhibit originality. Copying others' work is strictly prohibited. However, one can refer to previous project reports to gain an insight or to understand.
- The concerned faculty guide must duly approve the topic of the project before one starts working on it.

II. ARRANGEMENT OF THE CONTENTS OF THE PROJECT

The sequence in which the PROJECT material should be arranged and bound as follows:

1. Title page
2. DECLARATION (Title in Upper case)
3. CERTIFICATE (Title in Upper Case) Certificate signed by Guide
4. ACKNOWLEDGEMENT (Title in Upper Case)
5. TABLE OF CONTENT (Title in Upper Case)
6. LIST OF TABLES (Title in Upper Case)
7. LIST OF FIGURES (Title in Upper Case)
8. Appendices
9. References

The Tables and Figures should be included at appropriate places in the text of the dissertation.

III. ORGANISATION OF THE CHAPTERS OF PROJECT

The project shall be presented in a number of chapters, starting with Introduction and ending with Recommendations and Conclusions. Each of the other chapters will have a precise title reflecting the contents of the chapter. A chapter can be subdivided into sections and subsections, so as to present the content discretely and with due emphasis.

● Chapter I

- Introduction

It shall justify and highlight the problem proposed to be studied and define the topic and the aim and scope of the work presented in the dissertation. It may also highlight the significant contributions from the investigation.

- Industry and Company Profile

The Industry and Company Profile should broadly cover the following topics

a. Introduction to Industry/area of business

b. Total size/annual turnover of the industry

c. Key players in the industry & their market share, amount of turn over.

Annual Industry Growth Rate, Government policies/regulations influencing the industry (with reference to foreign competition or FDI limit).

- Company profile:

a. A brief history of the company/business group.

b. Year of establishment. Initial investment, founders' profile, place(s) of business, nature of initial business(es) of the group, & past business performance

c. Present position of the company/business group in terms of total investment, type/nature of businesses, total turnover, total number of employees, product profile, competitor profile, rate of growth of investment, sales, profits, clients or customers, present product/segment wise market share of the company, subsidiary companies [if any] under the same management, collaboration/joint ventures [if any], performance of its stocks for the past few years, export earnings [if exporting], and certifications/achievements/awards won [if any] and SWOT analysis.

● Chapter II

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- Review of Literature

This Chapter shall present a critical appraisal of the previous work published in the literature pertaining to the topic of the investigation. The extent and emphasis of the chapter shall depend on the nature of the investigation. The very recent literature from reputed quality journals to be included.

● Chapter III

- Research Design

The research methodology chapter must contain the information under the following headings;

Problem Statement

Objectives of the study

Scope of the study

Hypotheses

Variables and operational definition

Questionnaire or instrument design

Method of data collection and source (primary / secondary)

Sampling Type / size

Statistical design

Limitations of the Study

Due importance shall be given to experimental setups, procedures adopted and techniques developed, methodologies developed and adopted.

● Chapter IV

- Analysis and Interpretation

This chapter refers to the process of establishing the meaningful relationship between the variables identified in the study using appropriate statistical tools.

Important derivations/formulae should normally be presented in the text of these chapters. Representative data in table and figures should be included.

● Chapter V

- Summary of Findings

This shall include a thorough evaluation of the investigation carried out and bring out the contributions from the study. The discussion shall logically lead to inferences and conclusions as well as scope for possible further future work.

● Chapter VI

- Conclusions

This will be the final chapter of the dissertation. A brief report of the work carried out shall form the first part of this Chapter. Conclusions derived from the logical analysis presented in the Results and Discussions Chapter shall be presented and clearly enumerated, each point stated separately. Scope for future work should be stated lucidly in the last part of the Chapter.

● Appendix (No chaptalization)

Could include any relevant details such as brochure/balance sheet etc, along with a copy of the questionnaire.

● References

The candidates shall follow the style of citation and style of listing as per APA recent edition format. Single spacing should be used for typing references.

FORMAT TO BE FOLLOWED FOR PROJECT PROPOSAL

Candidates shall submit a minimum of 3 research proposals for finalization of the research topic. A research proposal should consist of the following items and is to be submitted in not more than 3 pages per topic proposed for approval.

1. Proposed Title of the research project:

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2. Statement of the Problem (Described in a paragraph in not more than 150 words)
3. Review of Literature (Described in a thematic style with in-text citations, with at least 5 related literatures review)
4. Research Gap: (Described in a paragraph in not more than 150 words)
5. Need for the study: (Described in a paragraph in not more than 150 words)
6. Objectives of the study: (Minimum of 4 objectives)
7. Methodology
 - Type of Research
 - Population
 - Period of study (Minimum of 10 years of data is preferred for time series and 15 yrs data is for low frequency data like macro-economic data)
 - Type of data
 - Hypothesis based on the type of research
 - Sampling technique
 - Sample size
 - Source of data
 - Tools for analysis of data (Correlation, Regression, VAR, ANOVA, MANOVA, FACTOR ANALYSIS, T test, Z test, econometric tests etc. wherever applicable)
 - Statistical tools for analysis of data – detailed explanation of analytical tools, equation, and variables explanation required.
8. References (APA 7th edition)

Final Project Report Format

Font Style – Times New Roman

- Font Size – 14 for Headings and 12 for running text
- Line spacing – 1.5
- Back to Back printing and soft bound (2 copies), whenever asked to be Submitted.
- Headings to be in bold
- Margins 1” on all sides (Top, bottom, left & right)
- Page numbering
- No borders
- No all caps to be used
- No pictures or logos in the report. ... if required they can put the same in the annexures
- Report to be 60 to 70 pages
- Page breakers at the end of each chapter and each chapter shall begin on A fresh page

All students are required to adhere to the norms of conduct as specified in the School of Management Guidelines Document.

- Students should report to the guide for guidance as per the timetable on a weekly basis.
- Adhere to the guidelines and submit the report as per the schedule.
- Before the submission of the final report, rough draft of the project report to be submitted to the guide for review.

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- Final report up to 10% content similarity is allowed and more than 10% of content similarity is not accepted.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Discipline Specific Elective (DSE)

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Human Resource Management

Rajesh Chakrabarti

Name of Program	Bachelor of Business Administration				
MBBA268L	HR Tools & Technique	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	Introduction to Human Resource Management				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Analyse workforce-related data for the purpose of forecasting and manpower planning.

CO2: Evaluate critical challenges in transforming data into meaningful information.

CO3: Apply contemporary principles, tools, and best practices to make significant decisions and formulate contingency plans.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	1			2		3		
CO2		2					2	3
CO3	2	3		3		2	3	

1= weakly related 2 = moderately related 3 = strongly related

Course Contents:

Module I: Introduction to HR Tools & Techniques

9 lectures hours

Evolution of HR approaches to measurement challenge, Introduction to HR Tools & Techniques, Sources of Data, Process of Analytics, Big Data Analytics, Introduction to Hadoop, HR Metrics to Human Resource Analytics- Performance, Difference data, information, measurement, metrics and insight.

Module II: Staffing tools and technique

9 lectures hours

Qualified Candidates, Time to Fill, Time to Hire, Offer Acceptance Rate, Hires to Goal, Quality of Hire, Cost Per Hire, Retention Rates, Measuring the costs of hiring- Cost per hire, hiring cycle time, hiring fill rate, offer acceptance rate.

Module III: Performance Evaluation tools and technique

10 lectures hours

Markov Analysis, how to operate SPSS, Yield ratio, LAMP framework, HCM 21 framework, Introduction to performance related data, Performance metrics, Revenue per employee, Profit per FTE, establishing causation and Correlation for performance and performance drivers, Importance of HR dashboard, how to make HR dashboard with excel. Presentations (Tutorials)

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Module IV: Collaboration techniques**10 lectures hours**

Collaboration- definition, importance, how people collaborate, Mapping and evaluating collaboration patterns, Methods to improve collaboration, Improving collaboration patterns, Sensitive Analysis (what - if analysis), Social Network Analysis and its implications. Presentations (Tutorials)

Module V: Tools and techniques for Talent Management**7 lectures hours**

Talent Management, Challenges in Talent Management, Talent Management metrics, Intuition versus analytical thinking, Training cost per employee, ROI on training, Kirkpatrick model of evaluation, The Spitzer learning effectiveness model, how to use Rapid Miner tool.

Text Books:

1. Soundararajan. R and Singh., K. Winning on HR Analytics: Leveraging Data for Competitive Advantage – 1st edition, 2016.
2. Bhattacharyya. D. Human Resource Research Methods Oxford University Press – 1st Edition, 2016.

Reference Books:

1. Laurie Bassi, Rob Carpenter, Dan McMurrer. HR Analytics Handbook, McBassi & Company, 2010.
2. P. Gene, B. Boyce, and Jac Fitz-Enz. Human capital analytics: How to harness the potential of your Organization's greatest asset, Wiley, 1st edition, 2015.
3. Yadav, R.S. and Maheshwari, S. HR Analytics: Connecting Data and Theory, Wiley Publication, 2020.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Name of Programs	Bachelor of Business Administration				
MBBA263L	Conflict Management	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Discuss what conflict is, how it develops and the different types of conflict.

CO2: Identify methods and strategies to manage conflict.

CO3: Identify the skills needed to deal with conflict effectively.

CO4: Outline the steps of a conflict resolution plan.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3							
CO2	2						2	
CO3			3				2	
CO4	1			1				

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1

15 lecture hours

Conflict: Introduction, nature, myths associated, Positive and negative aspects of conflicts ,Approaches & process of conflict , Types of Conflicts , 3 Rs of Conflict , Sources of conflict in workplace , Conflict competent leaders-skills

Module 2

15 lecture hours

Levels of Conflicts- Individual(Intra-frustration, role and goal, interpersonal), group(Inter and intra), Organizational(Inter and intra), Industrial conflicts. , Strategies to handle Conflicts at all levels (Handling frustration, Cognitive Dissonance, Transactional analysis, Johari Window, problem solving etc.) , Industrial Conflicts- Strikes, Lockouts, gheraos, Layoff, retrenchment etc. , Settlement machinery and other important provisions under Industrial Disputes act,194, Analyzing emotional side of conflicts (Emotional Intelligence), anger management during conflicts: Developing strategies for high stress times

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Common workplace conflicts: Workplace bullying, Workplace Ostracism, misbehaviour, sexual harassment issues

Module 3

15 lecture hours

Teams in conflict, Group Think and Group shift, Constructive communication, Conflict Management styles and techniques: Benefits, weaknesses, when to use. , Negotiation to manage conflicts, Process of Negotiation, Bargaining strategies, Individual differences in negotiation effectiveness, Third party negotiations , Ethical consideration/issues in negotiation , Negotiating in hostile conditions

Text Books :

1. Stephens, Mark. Conflict Resolution: A Step by Step Guide to Handling Workplace Conflict and Resolving Corporate Bullying. N.p.: CreateSpace Independent Publishing Platform, 2016.
2. Runde, Craig E., Flanagan, Tim A.. Becoming a Conflict Competent Leader: How You and Your Organization Can Manage Conflict Effectively. Germany: Wiley, 2012

Reference Book :

Runde, Craig E., and Tim A. Flanagan. *Building conflict competent teams*. Vol. 116. John Wiley & Sons, 2008.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Program Name	Bachelor of Business Administration				
MBBA375L	Industrial Relations and Labour Laws	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	NA				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO 1: Explain the different concepts of Industrial Relations (K)

CO 2: Analyze the methods of resolution of Industrial conflicts (S)

CO 3: Assess the four new labour codes (A)

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO 2	POS 3
CO1	3		2	1	3	2		2
CO2	2	3	3				1	3
CO3		2	3		1	2		2

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to Industrial Relation

09 lecture hours

Understanding industrial relations & employee relations

Industrial Relations; Theories and Approaches

Evolution of IR and its changing profile, New Challenges confronting IR

Module II: Major Stakeholders of IR in India

11 lecture hours

Trade unions: Different forms, Problems and Relevant laws, Trade Union Act, 1926.

Managerial Associations and Employers' organizations

Role of Government, ILO & its Influence on IR

Module III: Management of Conflict in Industry

12lecturehours

Strike, lockout, Lay-off, retrenchment & closure.

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Settlement Machinery: Provisions of ID Act, 1947 and Collective Bargaining
Relevant provision of Standing orders act, 1946
Management of Discipline
Management of Grievances, Reasons and approaches to Grievance Handling

Module IV : New labour codes

13 lectures hours

Code on Wages
Industrial Relations Code
Code on Social Security
Code on Occupational Safety, Health, and Working Conditions

Text Books :

1. Ratnam, Venkata., Venkata Ratnam, C. S.. Industrial Relations. India: Oxford University Press, 2006.
2. The Routledge Companion to Employment Relations. United Kingdom: Taylor & Francis, 2018.

Reference Book :

1. Srivastava, Suresh C.. Industrial Relations and Labour Laws, 6th Edition. India: Vikas, 2012.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Program Name	Bachelor of Business Administration				
MBBA377L	Leadership and Change Management	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	NA				

Course Outcomes (COs)

On completion of this course, the students will be able to:

- CO1: Understand the concept of leadership and its importance in organization.
- CO2: Understand the need of change process and role of communication in effective change.
- CO3: Apply the principles and techniques of change management in modern organization.
- CO4: Apply insights gained in modifying practices related to leadership and change management to be suitable for organizational context.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO 2	POS 3
CO1	1	1	2	2	1	1	2	2
CO2	1	2	2	2	1	1	2	2
CO3	3	3	2	3	3	2	3	3
CO4	3	3	3	3	3	3	3	3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Unit I:

12 lecture hours

Introduction to Leadership – Leadership, role and functions of a Leader, Leadership motives Characteristics of an Effective Leader, Leadership as a process – the complexities of leadership – Effective leadership behaviors and attitudes – Leadership and power, coercion, Management, Trait approach, Leadership Behaviour and styles – Lewins Leadership styles, Ohio state Leadership study, The University of Michigan Study, Blake and Moutons Managerial Grid.

Unit II:

12 lecture hours

Organizational Change – Change, Nature of organizational change – Sources of change - Environmental triggers of Change, Organizational responses to change, Impact of change on organisations – Resistance to change. Types of change, changing faces of change, Predictable Change, Diagnosing change situation. Perspectives on change – Contingency

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Perspective – Resource dependence Perspective – Population ecology Perspective – Institutional perspective.

Unit III:

12 lecture hours

Dialogue and communication, barriers to dialogue, Listening, Different ways of listening, Voicing, Great expectation, Reflection as abstraction, Reflection in practice.

Unit IV:

09 lecture hours

Organizations for Change: Organizational Structure, Models of Structure, Influences on structure, Organizational structure and change. Organizational Culture, dimensions of organizational culture, sources of organizational culture, Organizational culture and change, Organizational politics, The link between politics, power and conflict, Power and conflict in times of change, Management and leadership, Leadership in times of change. Cultural factors influencing leadership practice.

Text Books :

1. Lawrence, Paul. Leading Change: How Successful Leaders Approach Change Management. United Kingdom: Kogan Page, 2014.
2. Northouse, Dr. Peter G.. Leadership: Theory and Practice. United States: SAGE Publications, 2018.

Reference Books :

1. Entrekina, Lanny., Scott-Ladd, Brenda D.. Human Resource Management and Change: A Practising Manager's Guide. United Kingdom: Taylor & Francis, 2013.
2. Yukl, Gary A., Uppal, Nishant. Leadership in Organizations. India: Pearson India Education Services Pvt. Limited, 2018.
3. Hughes, Mark. Managing Change: A Critical Perspective. United Kingdom: Kogan Page, 2010.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Program Name	Bachelor of Business Administration				
MBBA372L	Organisational Development	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	NA				

Course Outcomes (COs)

On completion of this course, the students will be able to:

- CO1: Understand the need of change process and role of communication in effective change.
- CO2: Apply the principles and techniques of change management in modern organization.
- CO3: Apply insights gained in modifying practices related to leadership and change management to be suitable for organizational context.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO 2	POS 3
CO1	3	1	1	3	1	3	1	2
CO2	2	3	1	1	3	2	1	1
CO3	1	2	1	2	3	1	1	1

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Unit I: Introduction to OD

12 lecture hours

History and Evolution

Key concepts and theories: Lewin's change management model

Action Research

Unit II: Diagnosis in OD

10 lecture hours

Tools and techniques for assessing organizational effectiveness

Basic data collection tools and techniques

Unit III: Interventions and Change

08 lectures hours

Intervention Strategies: Team building, Process consultations

Building coalition and leadership support

Addressing challenges during change implementation

Case Study

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Unit IV: Influence of Leadership and Culture**10 lectures hours**

Developing leadership skills for OD practitioners
Role of leadership in fostering change and development
Organizational culture and change, assessing and shifting organizational culture
Cultural integration during mergers and acquisitions

Unit V: Evaluation and Ethics**05 lectures hours**

Metrics and methods for assessing OD interventions
Ethical considerations for OD interventions

Text Books :

1. Lawrence, Paul. Leading Change: How Successful Leaders Approach Change Management. United Kingdom: Kogan Page, 2014.
2. Northouse, Dr. Peter G.. Leadership: Theory and Practice. United States: SAGE Publications, 2018.

Reference Books :

1. Entreakin, Lanny., Scott-Ladd, Brenda D.. Human Resource Management and Change: A Practising Manager's Guide. United Kingdom: Taylor & Francis, 2013.
2. Yukl, Gary A., Uppal, Nishant. Leadership in Organizations. India: Pearson India Education Services Pvt. Limited, 2018.
3. Peter G. Northouse, Leadership Theory and Practice, Sage Publications, 2011.
4. Barbara Senior, Jocelyne Fleming, Organizational Change, 3e, Pearson publications, 2011
5. Mark Hughes, Managing Change, Universities Press, 2011.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Name of Program	Bachelor of Business Administration				
MBBA264L	Recruitment and Selection	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Develop a thorough understanding of the Staffing process.

CO2: Evaluate between short-term and long-term goals of staffing with illustrations.

CO3: Analyse strong business acumen model with the use of different staffing strategies.

CO4: Forecast the need of human capital and develop a deep understanding of manpower planning and recruitment process.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1		1	1	2	2		2	
CO2	2				2	1	2	1
CO3	3	3	2	3	3	2		2
CO4	3	3	2	3	3	3	3	3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1 Introduction to Staffing

13 lecture hours

Concept of Talent and components of strategic staffing, Identifying Staffing Goals, Talent philosophy, How the Organizational Life Cycle Affects Staffing, Job analysis, Job description, Job Specification, Methods of job analysis, and steps in performing a typical Job analysis, Job evaluation.

Methodology: lectures, discussions, management games/activities, and case studies.

Module 2 Sourcing

13 lecture hours

Strategic Human Resource Planning and Forecasting, What Is Recruiting, What Makes a Recruiter Effective, sources of recruitment, Recruiting Sources, Effectiveness of Various External Sourcing Methods, and Creating a Sourcing Plan. Selection, Process of Selection- Stages, Induction & Orientation, Role of Social and Professional Networking Sites in Talent Acquisition Training and Developing Recruiters.

Methodology: lectures, discussions, management games/activities, and case studies.

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Module 3 Candidate Assessment**12 lecture hours**

Talent matching: candidate screening of person-job fit, Methods of assessment, new modes of interviews, Pre-employment testing, Designing a job offer; onboarding, and Project on hiring candidates in a specific industry.

Methodology: lectures, discussions, management games/activities, and case studies.

Module 4: Contemporary Issues in Talent Acquisition**7 lecture hours**

Reinforcing the Organization's Employer Image, Managing Succession, Career Planning, Integrating Succession Management, and Career Planning.

Methodology: lectures, discussions, management games/activities, and case studies.

Text Books :

1. Phillips, J. M. & Gully, S. M. Strategic Staffing, 3rd edition, Pearson. 2015
2. Smart, G. Who: The A Method for Hiring, 1st edition, Ballantine Books. 2008

Reference Book :

Wintrip, S. High Velocity Hiring: How to Hire Top Talent in an Instant, 1st edition, McGraw-Hill Education. 2017

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Program Name	Bachelor of Business Administration				
MBBA374L	Talent Management and Employee Engagement	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	NA				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO 1: Explain the different concepts and key success factors for effective Talent acquisition and management

CO 2: Identify critical issues and frame strategies and scenarios required to develop Talent Management skills

CO 3 : Apply the principles and best practices of employee engagement in organizational settings

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO 2	POS 3
CO1	1			2	2			2
CO2		2		1		2		
CO3	2		3		1	2		1

1= weakly related

2 = moderately related

3 = strongly related

Course Contents:

Unit I: Understand the basics and key success factors for effective Talent Management 15 lecture hours

Introduction to Talent Acquisition (TA): Definition, significance, and evolving role in organizations.

Types of employees, KASH model, Difference between Talent acquisition and talent Management, Talent Acquisition trends, Benjamin Schneider's : pillars of Talent Acquisition, Steps of TA

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Manager's Role in Talent Management and building Talent acquisition strategy: 4B method, Creating Talent pool and talent pipeline

Removing unconscious biasness : Role of feedback mechanisms and communication in talent management.

Doing accurate Job Analysis and Job Designing

Acquisition Workflow and Strategies: In-depth exploration of the talent acquisition process. Strategies for effective talent acquisition, including Modern recruitment techniques, KSAPCs (Knowledge, Skills, Abilities, Personality Traits, and Competencies), Competency mapping and its role in job description creation.

Assessment Centres and Onboarding: Understanding and conducting competency-based assessments, Strategies for successful onboarding of newly acquired talent.

Interview Techniques and Fit Analysis: Designing effective interview questions (behavior-based and situation-based), Candidate evaluation strategies, Person-Job Fit and Person Organization Fit analysis

Unit II: Talent acquisition and management best practices: Emerging trends

15 lecture hours

Employer Branding and EVPs: Establishing and enhancing employer brand alignment, Crafting and communicating Employee Value Propositions (EVPs), Addressing employer brand misalignment challenges.

Remote and Virtual Recruitment: Strategies for remote talent acquisition

Knowledge Management: The role of knowledge management in talent acquisition and retention, Implementing effective knowledge sharing practices.

Modern Mentoring and Talent Retention: Contemporary mentoring techniques, best practices for talent retention.

Sustainable leadership for Strategic HR Transformation: Developing strategic HR leadership capabilities for sustainable employability

Cross-functional Teams and Global Talent Management: Building and leading cross-functional teams, Strategies for global talent management.

Unit III: Employee Engagement and Motivation

15 lecture hours

Importance of Employee Engagement: Linking employee engagement to organizational success, Factors influencing employee engagement and motivation.

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Strategies for Positive Work Environments: Creating and sustaining a positive and engaging work environment, Employee involvement and empowerment strategies.

Employee Recognition and Rewards: Designing effective employee recognition programs, Incentives and rewards for motivating and retaining top performers.

Link Between Recognition and Satisfaction: Understanding the connection between recognition and employee satisfaction, Case studies and best practices in successful recognition programs.

Emerging Trends in Employee Motivation: Exploring new trends and innovations in employee motivation, Adapting to changing workforce expectations.

Text Books :

1. Ed by Lance A. Berger and Dorothy R Berger. “The Talent Management Handbook”, Tata McGraw Hill, 1st Edition, 2004.
2. Ed by Larry Israelite, “Talent Management”, ASTD Press, 1st Edition, 2004.
3. Sajjad M Jasmuddin, “Knowledge Management”, Cambridge, 1st Edition, 2009.

Reference Books :

1. Morgan, Jacob. The Employee Experience Advantage: How to Win the War for Talent by Giving Employees the Workspaces They Want, the Tools They Need, and a Culture They Can Celebrate. Germany: Wiley, 2017.
2. Bernstein, Laura E.. Peer Today, Boss Tomorrow: Navigating Your Changing Role. United States: Walk the Talk Company, 2005.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Business Analytics

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Name of Program	Bachelor of Business Administration				
	Programming in Python	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	Quantitative Methods				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Be equipped with fundamentals of Python programming.

CO2: Explore Python's applications in data analysis in business scenario

CO3: Foster a problem-solving mindset through hands-on coding exercises.

CO4: Understand and write basic Python scripts

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2	3				3		
CO2	2	3				3		
CO3	3	3				3		
CO4	3	3				3		

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to Python Programming:

11 lecture hours

- Overview of Python
- Installing Python and setting up the development environment
- Introduction to Python syntax, keywords and indentation
- Understanding variables and data types in Python
- Numeric operations and expressions
- Working with strings, lists, and dictionaries

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Module II: Control Structures and Loops**11 lecture hours**

- Decision Making Structures: if-else, nested and Multiple Conditions
- Looping structures: For loops, while loops, and nested loops
- Control flow in Python programs
- Defining functions and understanding their importance

Module III: File Handling**11 lectures hours**

- Reading from and writing to files in Python
- Working with different file formats (text, CSV, etc.)
- Error handling and exceptions

Module IV: Introduction to Data Analysis with Python**12 lectures hours**

- Overview of data analysis in Python
- Introduction to libraries such as NumPy and Pandas
- Basic data manipulation and analysis
- Applying Python skills to solve a business-related problem

Text Books :

1. McKinney, Wes. Python for Data Analysis: Data Wrangling with Pandas, NumPy, and IPython. United States: O'Reilly Media, 2017.

Reference Books :

1. S, Gowrishankar., A, Veena. Introduction to Python Programming. United States: CRC Press, 2018.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Name of Program	Business of Business Administration				
	Predictive Modelling	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: To develop an understanding of predictive analytics and its applications in business decision-making.

CO2: To build skills in data preprocessing, feature engineering, and exploratory analysis for improving predictive models.

CO3: To introduce various predictive modeling techniques, including regression, classification, and time-series forecasting.

CO4: To enable students to interpret model outputs and make data-driven business recommendations

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	2				3		3
CO2		3	2		2	3	2	
CO3	3	3		3		3	3	3
CO4			3	2	2		3	3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to Predictive Modeling

(8 lecture hours)

- Basics of data analytics and predictive modeling
- Applications for predictive modeling in business
- Types of predictive models: regression, and time-series forecasting

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Module II: Data Preparation and Feature Engineering**(8 lecture hours)**

- Data collection, cleaning, and preprocessing
- Handling missing values and outliers
- Feature selection and transformation
- Exploratory Data Analysis (EDA)

Module III: Regression Techniques**(12 lecture hours)**

- Simple and multiple linear regression
- Logistic regression for classification problems
- Model evaluation metrics (R^2 , RMSE, Accuracy, Precision, Recall)

Module IV: Time-Series Forecasting**(12 lecture hours)**

- Introduction to time-series analysis
- Moving averages and Weighted Moving Average
- Exponential smoothing and other advanced forecasting models

Module V: Business Applications and Case Studies**(5 lecture hours)**

- Customer churn prediction
- Sales forecasting
- Financial risk modeling
- Case studies on real-world predictive modeling applications

Text books:

1. Kuhn, M., & Johnson, K. (2013). Applied predictive modeling (Vol. 26, p. 13). New York: Springer.
2. Shmueli, G., & Polak, J. (2024). Practical time series forecasting with r: A hands-on guide. Axelrod schnell publishers.

Reference Books:

1. Strickland, J. (2014). Predictive modeling and analytics. Lulu. com.
2. Biecek, P., & Burzykowski, T. (2021). Explanatory model analysis: explore, explain, and examine predictive models. Chapman and Hall/CRC.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Name of Program	Bachelor of Business Administration				
	Natural Language Processing	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand the basics of Natural Language Processing (NLP) and its applications in the industry.

CO2: Understand different aspects of Natural Language Processing and technologies used.

CO3: Understand how advances in NLP will affect the future of humans.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	2	1	3	2	3	2	2
CO2	2	3	1	2	2	1	1	1
CO3	1	1	1	2	3	1	3	3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to Natural Language Processing

08 lecture hours

Importance of NLP in today's business environment- key terminologies and relevance. Introduction to Natural Language Processing as an active area of research and application within AI. Understand the recent growth in NLP applications.

Module II: Fundamentals of NLP

08 lecture hours

How do machines understand and generate natural language

NLP vs computational linguistics

Regular expressions and tokenization

Transformers, Large Language Models, Masked Language Models

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Module III: Evolution of ML techniques in NLP**08 lecture hours**

With technical advancements and access to data, the techniques for NLP also evolved. Explore these techniques and models Rules and heuristics, patterns matching, formal grammars. Statistical NLP, generative probabilistic models. Discriminative models, support vector machines, logistic regression. Back to large generative models.

Module IV: Annotating linguistic structures**15 lecture hours**

Sequence labeling for parts of speech and named entities

Context free grammars and constituency parsing

Dependency parsing

Information extraction: relations, events and time

Coreference and entity linking

Module V: Economic social and geopolitical impact**06 lecture hours**

Potential for productivity growth, efficiencies, digital divide, inequality

Ethical concerns, legal implications, privacy, geopolitical issues, inequality

Ethics- Passive responsibility, active responsibility, consequences of responsibility

Text Books:

1. Dan Jurafsky & James Martin Speech and Language Processing 2nd Ed. Prentice Hall (2009)

Reference Books:

1. Yoav Goldberg Neural Network Methods for Natural Language Processing Morgan & Claypool. 2017

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Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Program Name	Bachelor of Business Administration				
MBBA3040L	SQL	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: To familiarize students with the basic concepts of relational databases and SQL.

CO2: To develop students' proficiency in writing SQL queries to retrieve and manipulate data.

CO3: To enable students to design and create databases to store business-related information.

CO4: To enhance students' understanding of data management and its importance in business decision-making.

CO5: To provide students with hands-on experience in using SQL to solve real-world business problems.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2	3		2		3		
CO2	3		2					
CO3	3	1						2
CO4	2							
CO5	3			2			3	

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to Databases and SQL

08 lecture hours

Overview of relational databases, Introduction to SQL and its importance in business administration, Understanding database management systems (DBMS), SQL data types, Creating and manipulating tables, Inserting, updating, and deleting data.

Module 2: Querying Data and Techniques

10 lecture hours

Retrieving data from single and multiple tables, Filtering data using WHERE clause, Sorting results with ORDER BY clause.

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Joining multiple tables using INNER JOIN, LEFT JOIN, and RIGHT JOIN, Aggregating data using GROUP BY clause, Filtering grouped data with HAVING clause.

Module 3: Data Manipulation Language (DML) and Data Definition Language (DDL)

10 lecture hours

Updating existing data with UPDATE statement, Deleting records using DELETE statement, Transaction management with COMMIT and ROLLBACK, Modifying table structure with ALTER TABLE statement, Creating and dropping indexes, Managing constraints (primary key, foreign key, unique, etc.)

Module 4: Data Administration and Security

10 lecture hours

User management and access control, Granting and revoking privileges, Backup and recovery strategies, Aggregating and summarizing data, Using subqueries for complex data analysis, Window functions for analytical queries.

Module 5: Practical Applications and Case Studies

07 lecture hours

Applying SQL to solve business problems, Analyzing real-world datasets. Case studies from various industries.

Text Books :

1. Groff, James R., and Paul N. Weinberg. SQL: The Complete Reference. New York: Osborne/McGraw-Hill, 1999.

Reference Books :

1. Teate, Renee MP. SQL for Data Scientists: A Beginner's Guide for Building Datasets for Analysis. John Wiley & Sons, 2021.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Program Name	Bachelor of Business Administration				
	Course Name: SAS	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: To introduce students to the SAS environment, its architecture, and the fundamental concepts of SAS programming.

CO2: To develop students' skills in data input, management, and transformation using SAS procedures and the DATA step.

CO3: To enable students to perform statistical analysis and create effective reports and visualizations with SAS.

CO4: To equip students with advanced SAS techniques, including macros, external data access, and time series analysis.

CO5: To provide students with practical experience in solving real-world problems through hands-on projects using SAS.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2	3		2		3		
CO2	3		2					
CO3	3	1						2
CO4	2							
CO5	3			2			3	

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to the SAS system

08 lecture hours

SAS Environment- Understanding the SAS interface, running SAS interactively, and navigating the system.

SAS Architecture & Modules - Familiarization with the different modules and components of the SAS system.

SAS Syntax - Learning the basic syntax rules, keywords, and statement types.

SAS Data Sets - Understanding the structure, organization, and manipulation of SAS datasets.

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Module 2: Data Input & Management**10 lecture hours**

Reading Raw Data - Importing data from various sources (e.g., CSV, Excel) into SAS.

Data Step - Learning the DATA step for creating and manipulating SAS datasets.

Variable Creation and Redefinition - Creating new variables, recoding existing ones, and applying SAS functions.

Data Cleaning and Transformation - Handling missing values, correcting errors, and transforming data.

Combining Data Sets - Merging and appending datasets to create a comprehensive dataset.

Module 3: Statistical Procedures**10 lecture hours**

Descriptive Statistics - Using PROC MEANS, PROC SUMMARY, and other procedures for descriptive analysis.

Statistical Tests - Applying procedures for t-tests, ANOVA, regression analysis, and other statistical tests.

Reporting and Visualization - Creating reports, tables, and graphs using various SAS procedures.

Module 4: Advanced SAS Topics**10 lecture hours**

Macros - Understanding and using SAS macros for code reusability and automation.

SAS/ACCESS - Accessing data from external databases.

SAS/ETS - Using SAS/ETS for time series analysis and forecasting.

SAS/GRAPH - Creating advanced charts and graphs.

Module 5: Practical Applications and Project**07 lecture hours**

Applying SAS skills to solve real-world problems in various industries. Project Work: Developing and implementing SAS solutions for specific business needs.

Text Books :

Delwiche, L. D., & Slaughter, S. J. (2019). The little SAS book: a primer. SAS institute.

Reference Books :

Cody, R. (2018). Learning SAS by example: a programmer's guide. SAS institute.

Holt, M. (2008). Learning SAS by Example: A Programmer's Guide.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Program Name	Bachelor of Business Administration				
MBBA3041L	Data Visualisation	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	Basics of MS Excel				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: To develop students' proficiency in using data visualization tools to represent quantitative and qualitative information.

CO2: To enable students to critically evaluate and interpret visualizations to extract meaningful insights.

CO3: To provide students with practical experience in designing and creating effective data visualizations for business scenarios.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3						2
CO2	3	2	2			2		
CO3	3			2			2	

1=weakly related 2= moderately related 3=strongly related

Course Contents:

Module I: Introduction to Data Visualization

08 lecture hours

Importance of data visualization in business, Principles of effective data visualization, Overview of data visualization tools and techniques. Visualizing quantitative data, Visualizing categorical data, Visualizing temporal data .

Module 2: Visualization tools and Dashboards

12 lecture hours

Introduction to industry-standard visualization tools (e.g., Tableau, Power BI), Hands-on practice with selected tools for creating visualizations, Customizing and formatting visualizations for clarity and impact, Creating interactive visualizations for exploring data, Designing dashboards to display multiple visualizations.

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Module 3: Data Storytelling and Presentation**13 lecture hours**

Crafting narratives around data insights, communicating data findings effectively, Presenting visualizations in reports, Techniques for visualizing large and complex data sets, Handling unstructured data for visualization, Visualizing multidimensional data using advanced techniques.

Module 4: Data Visualization in Decision-Making**12 lecture hours**

Analyzing real-world data sets using visualization tools, Hands-on projects to create visualizations for business scenarios, Using visualizations to support strategic decision-making, Identifying patterns and trends through visual analysis, Incorporating data-driven insights into business strategy

Text Books :

1. Ryan, Lindy. Visual data storytelling with tableau: story points, telling compelling data narratives. Addison-Wesley Professional, 2018.

Reference Books :

1. Knaflic, Cole Nussbaumer. Storytelling with data: A data visualization guide for business professionals. John Wiley & Sons, 2015.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Program Name	Bachelor of Business Administration				
MBBA3042L	Machine Learning and AI	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	Statistics and fundamental python programming				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: To provide students with a comprehensive understanding of machine learning and artificial intelligence concepts and techniques.

CO2: To develop students' ability to apply machine learning and AI algorithms to analyze and interpret business data.

CO3: To enable students to evaluate and select appropriate machine learning models for specific business problems.

CO4: To enhance students' skills in implementing machine learning and AI solutions using programming languages and tools.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	2						
CO2	3			2				2
CO3	3		3			3		
CO4	2				3			

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to Machine Learning and Artificial Intelligence

08 lecture hours

Definition and scope of machine learning and artificial intelligence, Evolution of ML and AI technologies, Applications of ML and AI in business administration, Types of machine learning .

Key concepts: features, labels, training, testing, evaluation, Overview of machine learning algorithms

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Module 2: Data Cleaning and Pre-processing**07 lecture hours**

Data cleaning and preprocessing techniques, Handling missing values and outliers, Feature selection and transformation for machine learning models,

Module 3: Supervised and Unsupervised Learning**20 lecture hours**

- Linear models for regression and classification, Non-linear models:
- decision trees, random forests, support vector machines
- Unsupervised Learning Algorithms
- Clustering algorithms : k-means, hierarchical clustering,
- Dimensionality reduction techniques : PCA, t-SNE
- Association rule learning : apriori algorithm

Module 4: Model Evaluation and Validation**10 lecture hours**

Performance metrics for classification and regression tasks, Cross-validation techniques
Hyperparameter tuning and model selection.

Practical Applications of Machine Learning in Business

Predictive analytics for customer segmentation and churn prediction, Recommender systems for personalized marketing, Fraud detection and risk management

Text Books :

1. Alpaydin, Ethem. *Machine learning: the new AI*. MIT press, 2016

Reference Books :

1. Michalski, Ryszard Stanislaw, Jaime Guillermo Carbonell, and Tom M. Mitchell, eds. *Machine learning: An artificial intelligence approach*. Springer Science & Business Media, 2013.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Name of Program	Bachelor of Business Administration				
MBBA3044L	Web & Social Media Analytics	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Gain an understanding of techniques and tools used in Social Media Analytics.

CO2: Explore various applications of Social Media Analytics in business contexts.

CO3: Learn to analyze social media data for making data-driven business decisions.

CO4: Examine ethical considerations and challenges in social media data analysis and usage.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	2	1	2	2	1	3	2
CO2	2	3	3	3	2	3	2	3
CO3	3	3	3	3	3	3	3	3
CO4	3	2	1	2	2	1	3	2

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to Social Media Analytics

10 lecture hours

Introduction to Social Media Analytics (SMA): Social media landscape, Need for SMA; SMA in Small organizations; SMA in large organizations; Application of SMA in different areas,

The social networks perspective - nodes, ties and influencers, Social network and web data and methods. Graphs and Matrices- Basic measures for individuals and networks. Information visualization,

Module II: Data Analysis in Social media data

12 lecture hours

Data cleaning and feature extraction, Sentiment analysis and text mining techniques,

Visualizing data from social media (network graphs, sentiment over time) Social Network

Analysis (SNA): Basics of network theory and graph theory, Centrality measures (degree, closeness, betweenness), Community detection and influence maximization, Applications of SNA to social media: detecting viral content, identifying influencers

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Module III: NLP & Web analytics**10 lecture hours**

Intro to Natural Language Processing. Different tasks in NLP, Text Extraction/Web scrapping. Click stream analysis, A/B testing, online surveys, Use of Google Analytics; Web crawling and Indexing;

Module IV: SOCIAL MEDIA POLICIES**10 lecture hours**

Search engine optimization (SEO), user engagement, User generated content, web traffic analysis, navigation, usability,

Social Media Policies-Etiquette, Privacy- ethical problems posed by emerging social media technologies - eye tracking, online security, online ethics, content management system, data visualization, Understanding search behaviors. Web sites, web apps, mobile apps, and social media- usability, user experience, customer experience, customer sentiment, web marketing, conversion rates, brand reputation, competitive advantage.

Module V: Real-World Applications Social Media Analytics: Major project 4 lecture hours

Summarization of classroom learning through a project that applies the concepts taught, focusing on solving a real-world business problem using Social Media Analytics & AI Techniques.

Text Books:

1. Social Media Mining: An Introduction (2015)–Reza Zafarani, Mohammad Ali Abbasi, Huan Liu, Cambridge University Press

Reference Books:

1. Social Media Analytics Strategy (2017): Using Data to Optimize Business Performance, Alex Gonçaves

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Name of Programs	Bachelor of Business Administration				
MBBA358L	Marketing Analytics	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	Marketing Management-I & II				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO 1: Understand the importance and use of various analytical techniques in marketing context and decision-making. (Segmentation, targeting and positioning processes/ pricing and forecasting/Measuring effectiveness of advertising/CLV/Market Basket etc.)

CO 2: Familiarize students with software and tools that enable the application of the techniques.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3		2	1	3	1	2
CO2	3	2	1	2		2		3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1: Introduction to Marketing Analytics

4 lecture hours

- Importance of marketing analytics in marketing decision-making and strategy formulation
- Basics of understanding and organizing data into meaningful form using simple Excel tools like pivot tables, etc.
- Overview and general discussion on how to develop critical thinking mindset to analyze hypothesis, statements, arguments, data, etc.
- Overview of different types of analytics such as Descriptive, Predictive and Prescriptive analytics

Module 2: Forecasting and Budgeting

6 lecture hours

- Basics of understanding and cleaning data
- Sales Forecasting of existing product / innovation: Learn about descriptive analytics. Implement forecasting models such as simple linear, multiple regression, Ratio to Moving Average, Winter's method for exponential smoothing with trend and seasonality. Discuss and understand different forecasting models used by organizations

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- Forecasting of sales for new products: Application of ‘S’ curves, the bass diffusion model, including bass diffusion model for new products.
- Market Basket Analysis

Case Study: Harvard Case: Package Pricing at Mission Hospital

Harvard Case: Airtel Rungtong's Branding Challenge: A Conjoint Study

Harvard Case: Predicting Customer Churn at QWE Inc. (Logistic Regression)

<https://www.youtube.com/watch?v=BKER4dAygBk>

<https://www.youtube.com/watch?v=Degp2rugrGQ>

<https://www.youtube.com/watch?v=3yNeUXsix3s>

Module 3: Marketing Measurement Analytics

9 lecture Hours

- Market Insight: Sizing markets and predicting future conditions and trends in the market
- Market Segmentation: Positioning products and services using perceptual maps
- Strategic Metrics: Understanding which metrics to track
- Understanding the concept of CLV and calculate a firm's value using CLV
- Understanding unit economics and how VCs, Consultants & I-bankers use the same to understand businesses
- Case Study: https://www.youtube.com/watch?v=d_ITwKiruJE

Module 4: Competitive Analysis and Market Segmentation

4 Lecture Hours

- Competitive Analysis: Identifying and combating competitive threats, mainly principle competitors, their strategies and how to tackle them
- Strategic Models: Applying models for strategic decision making
- Market Segmentation: Segmenting markets for greater profit and customer satisfaction
- Target Markets: Deciding which segments to target & how to gun for scale
- Case Study: Harvard Case: Cluster Analysis for Segmentation

Module 5: Price and Promotion Analytics

8 lecture Hours

- Business Operations: recapping forecasting, predictive analytics, and data mining
- Price Analytics: Applying pricing techniques and assessment
- Promotion Analytics: Estimating promotion budget and allocating the budget across campaigns
- Analytics in Action: Gaining quick wins with data in the organization
- Case Study: Harvard Case: Skudge Inc. (A): Exercises in Price Bundling
 - Harvard Case: Package Pricing at Mission Hospital

Module 6: Product, Distribution & Sales Analytics

8 lecture Hours

- Conjoint Analysis: Identifying the features that customers want
- Resource Allocation: Deciding which products to invest in using decision trees
- Distribution Analytics: Evaluating and selecting distribution channels, learn about multi-channel analytics

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- Learn about lead management funnel
- Sales Analytics: Improving sales effectiveness through analytics by considering an eCom sales model and build an engaging dashboard

Module 7: Measuring the effectiveness of advertising

3 lecture hours

1. The Adstock Model

- Pay per click (PPC) Online Advertising
- Harvard Case: Advertising Experiments at the Ohio Art Company by Rajkumar Venkatesan; Paul W. Farris
- Harvard Case: Squatty Potty: Assessing Digital Marketing Campaign Data by John Dinsmore
- Videos: <https://www.youtube.com/watch?v=BKER4dAyqBk>

Text Book :

1. Winston, Wayne L.. Marketing Analytics: Data-Driven Techniques with Microsoft Excel. United States: Wiley, 2014.

Reference Books :

1. Sorger, Stephan. Marketing Analytics: Strategic Models and Metrics. United States: Admiral Press, 2013.
2. Abbott, Dean. Applied Predictive Analytics: Principles and Techniques for the Professional Data Analyst. Germany: Wiley, 2014.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Name of Program	Bachelor of Business Administration				
	Data Mining for Business Intelligence	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Gain an understanding of data mining techniques and business intelligence tools used for data analysis.

CO2: Explore various applications of data mining and business intelligence for generating business insights.

CO3: Learn to extract, process, and analyze data to support data-driven business decision-making.

CO4: Examine ethical considerations and challenges in data mining and business intelligence related to data analysis and usage.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	2	1	2	2	1	3	2
CO2	2	3	3	3	2	3	2	3
CO3	3	3	3	3	3	3	3	3
CO4	3	2	1	2	2	1	3	2

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to Business Intelligence (BI)

10 Lecture Hours

Business Intelligence: Overview of BI, the importance of effective and timely decision-making, the relationship between data, information, and knowledge, BI architecture, and ethical considerations in BI.

Module II: Business Intelligence using Data Warehousing

12 lecture hours

Data Warehousing: What is data warehousing? Definition, 3 tier Architecture of DW Need for data warehousing, Basic concepts, Data warehouses and data marts, data warehouse metadata, Data Warehouse Modeling: Data Cube, Schema, OLTP vs. OLAP, OLAP Operations, OLAP Server Architectures, ROLAP versus MOLAP versus HOLAP,

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Module III: Data Mining & Preprocessing**12 lecture hours**

Introduction to Data Mining: Definition and functionalities, Knowledge Discovery in Databases (KDD) process. **Data Cleaning:** Handling missing values, removing noisy data, data integration, and transformation techniques.

Data Preprocessing: Data cube aggregation, dimensionality reduction through data compression, numerosity reduction methods, discretization, and concept hierarchy formation.

Module IV: Real-World Applications of Data Mining and Business Intelligence (BI)
12 lecture hours

Implementation of BI in various industries, including balanced scorecards for performance management, fraud detection in financial transactions, applications in the telecommunication sector for customer analytics, BI in banking and finance for risk assessment and decision-making, and market segmentation strategies for targeted marketing and customer insights.

Text Books:

None

Reference Books:

1. J. Han, M. Kamber, "Data Mining Concepts and Techniques", Morgan Kaufmann
2. M. Kantardzic, "Data mining: Concepts, models, methods and algorithms, John Wiley & Sons Inc.
3. Paulraj Ponnian, "Data Warehousing Fundamentals", John Willey.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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International Accounting & Finance

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Name of Program	Bachelor of Business Administration (ACCA)				
	Strategic Business Reporting	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	Financial Reporting				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: To impart a comprehensive understanding of financial reporting standards and their application in preparing financial statements including group entities.

CO2: To cultivate a strong foundation in accounting concepts and principles for effective financial management.

CO3: To enhance critical thinking and problem-solving skills in addressing complex financial reporting issues.

CO4: To foster ethical considerations and professional judgment in financial reporting practices.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2	1	2	2	1	2	1	1
CO2	2	1	3	2	1	3	3	1
CO3	2	1	1	2	1	3	2	2
CO4	1	1	2	1	1	2	1	2

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1: Framework and Reporting Financial Performance (15 Lecture Hours)

Conceptual framework and characteristics of useful information, recognition and measurement, regulatory framework, accounting policies, estimates and errors, IAS 1 – presentation of financial statements, tangible and intangible non-current assets, impairment of assets, revenue recognition, leases, inventories and agriculture-related accounting, provisions, contingencies, and events after the reporting period.

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Module 2: Transactions in Financial Statements (15 Lecture Hours)

Accounting for financial instruments, IAS 19 – employee benefits, IAS 12 – income taxes, IFRS 2 – share-based payments, foreign currency transactions, IAS 34 – interim financial reporting, earnings per share.

Module 3: Financial Statements (15 Lecture Hours)

IFRS for SMEs, preparation of financial statements, statement of cash flows, IAS 7 – cash flow statement, sustainability reporting, integrated reporting, ethics in financial reporting, issues in financial reporting.

Module 4: Introduction to Business Combinations and Interpretation (15 Lecture Hours)

Conceptual principles of group accounting, goodwill, changes in shareholding – step acquisition and disposals, accounting for associates and joint arrangements, financial analysis and interpretation.

Text Books:

Zell SBR Book- By Pratiksha Jain

Reference Books:

Kaplan SBR study kit- Kaplan Publishing

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Program Name	Bachelor of Business Administration (BBA)				
	Strategic Business Leadership	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	NA				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Apply leadership and ethical skills to promote a positive culture within the organisation.

CO2: Evaluate the strategic position of the organisation against the external environment.

CO3: Analyse best in class strategies and disruptive technologies in the management of change.

CO4: Assess the effectiveness of the governance and agency system of an organisation.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3	2	2	3	2	3	3
CO2		2		1			2	1
CO3		3	2		2	2		1
CO4	3	3	2	2	3	2	2	1

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Unit I: Leadership:

08 lecture hours

Qualities of leadership, Leadership and organisational culture, Professionalism, ethical codes, and the public interest

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Unit II: Governance:**07 lecture hours**

Agency, Stakeholder analysis and organisational social responsibility, Governance scope and approaches, Reporting to stakeholders, The board of directors, Public sector governance

Unit III: Strategy**09 lecture hours**

Concepts of strategy, Environmental issues, Competitive forces, The internal resources, capabilities and competences of an organisation, Strategic choices

Unit IV: Risk**06 lecture hours**

Identification, Assessment, and Measurement of risk, Managing, Monitoring, and Mitigating risk

Unit V: Technology and data analytics**09 lecture hours**

Cloud, mobile and smart technology, Big data and data analytics, Machine learning, AI and robotics, E- business: value chain, IT systems security and control

Unit VI: Organisational control and audit**06 lecture hours**

Management and internal control systems, Audit and compliance, Internal control, and management reporting

Unit VII: Finance in planning and decision-making**06 lecture hours**

Finance transformation, Financial analysis and decision- making techniques, Cost and management accounting

Unit VIII: Enabling success and change management**05 lecture hours**

Enabling success: organising, Enabling success: disruptive technologies, Enabling success: talent management, Enabling success: performance excellence, Managing strategic change, Leading and managing projects

Unit IX: Professional skills**02 lecture hours**

Communication, Commercial acumen, Analysis, Scepticism, Evaluation

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Unit X: Other employability and digital skills**02 lecture hours**

Use computer technology to efficiently access and manipulate relevant information, Work on relevant response options, using available functions and technology, as would be required in the workplace, Navigate windows and computer screens to create and amend responses to exam requirements, using appropriate tools, Present data and information effectively, using the appropriate tools.

Text Books :

1. E. Woolf, Strategic Business Leader. Emile Woolf International Limited, 2022

Reference Books :

1. Strategic Business Leader - Study Text. United Kingdom: Kaplan Publishing UK, 2023.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Name of Program	Bachelor of Business Administration				
MBBA387L	Performance Management	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	Management Accounting				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Basic understanding about Performance Management.

CO2: Understanding about different types of costs and assessment of such costs to understand their effect on business performance.

CO3: Assess decision-making under different alternative choices using practical tools and data analysis.

CO4: Evaluating business performance based on applied critical thinking using technology and cost assessment ratios.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3		3	2		3	2	1
CO2	3	2	1	2		3	3	2
CO3	2	3	1	2	2	3	2	1
CO4	2	3	1	2	2	3	2	3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Information, technologies and systems for organisational performance

5 lecture hours

Managing information, Sources of information, Information systems and data analytics.

Module II: Specialist cost and management accounting techniques

10 lecture hours

Activity-based costing, Target costing, Life-cycle costing, throughput accounting and environmental accounting.

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Module III: Decisions making techniques**10 lecture hours**

Relevant cost analysis, Cost Volume Profit analysis, Limiting Factors, Pricing decisions, Make-or-buy and other short-term decisions, Dealing with risk and uncertainty in decision-making.

Module IV: Budgeting and Budgetary Control**8 lecture hours**

Budgetary systems and types of budgets. Quantitative techniques. Standard costing. Material mix and yield variances. Sales mix and quantity variances. Planning and operational variances. Performance analysis.

Module V: Performance measurement and control**7 lecture hours**

Performance analysis in private sector organisations, Divisional performance, and transfer pricing, Performance analysis in not-for-profit organisations and the public sector, External considerations, and the impact on performance.

Module VI: Employability and technology skills**5 lecture hour**

Use computer technology to efficiently access and manipulate relevant information, Work on relevant response options, using available functions and technology, as would be required in the workplace, Navigate windows and computer screens to create and amend responses to exam requirements, using the appropriate tools, Present data and information effectively, using the appropriate tools.

Text Books:

1. ACCA Performance Management BPP Learning Media (Edition 2021).

Reference Books:

1. Horngren, C., Sundem, G. L., Burgstahler, D., Schatzberg, J. O., (2021). *Introduction to Management Accounting (16th edition)*. Pearson
2. Khan, M. Y. and Jain, P. K.: *Management Accounting* - Tata McGraw Hill, New Delhi.
3. Rustagi, R. R. (2021). *Management Accounting (2nd Edition)*. Taxman
4. Kishore, M. Ravi (2021). *Cost & Management Accounting (6th Edition)*. Taxman

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Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Name of Program	Bachelor of Business Administration				
	Advanced Financial Management	L	T	P	C
Owning School/Department	School of Management	4	0	0	4
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Demonstrate the role and responsibility of senior financial executives or advisors in balancing and meeting the conflicting needs of stakeholders.

CO2: Evaluate investment decisions and strategic consequences, including planning acquisitions, mergers, and corporate reorganizations as growth alternatives.

CO3: Apply advanced treasury and risk management techniques to optimize financial stability and mitigate exposure to uncertainties.

CO4: Demonstrate professional, employability, and technology skills in financial management, supporting exam requirements and work experience.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3					3		
CO2	2	3		3			3	
CO3	2	3		3		2	3	
CO4			3	2				3

1=weakly related

2= moderately related

3=strongly related

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Course Contents:

Module I: Strategic Financial Management and Multinational Operations

15 lecture hours

Role and responsibilities of the senior financial executive/advisor; Financial strategy formulation, including risk management frameworks and capital structure; ESG (Environmental, Social, and Governance) and ethical considerations in decision-making; Management of international trade, finance, and strategic financial planning for multinationals; Dividend policies and transfer pricing in a multinational context.

Module II: Advanced Investment Appraisal and Corporate Growth **15 lecture hours**

Application of discounted cash flow techniques and risk-adjusted models; Option pricing theory and real options in investment decisions; Financing impacts on investments and adjusted present values; Free cash flow valuation techniques for equity and corporate debt; International investment and financing decisions; Strategic analysis and planning for acquisitions and mergers.

Module III: Corporate Restructuring and Risk Management **15 lecture hours**

Financial reconstruction and business reorganization strategies; Financing methods for acquisitions and mergers, including regulatory considerations; Treasury functions and advanced techniques for managing forex and interest rate risks; Application of financial derivatives for hedging and optimizing financial performance.

Module IV: Professional and Employability Skills **15 lecture hours**

Communication, analysis, evaluation, and skepticism in financial decision-making; Commercial acumen and ethical judgment for strategic decisions; Employability skills, including efficient use of technology for data analysis, decision-making, and presenting professional solutions; Application of advanced professional skills in scenarios relevant to workplace and examination contexts.

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Text Books:

1. Zell Study Notes - ACCA AFM

Reference Books:

1. BPP - ACCA AFM Course Book - BPP Holdings Limited 2023
2. Kaplan - ACCA AFM Study Text - Kaplan Publishing UK

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Name of Program	Bachelor of Business Administration				
	Advanced Performance Management	L	T	P	C
Owning School/Department	School of Management	4	0	0	4
Pre-requisites/Exposure	Performance Management				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Apply strategic planning and control models to monitor and improve organizational performance.

CO2: Design and evaluate performance management systems using technology and data analytics.

CO3: Use strategic performance measures to assess and enhance organizational effectiveness.

CO4: Evaluate complex performance issues and demonstrate professional skills in decision-making.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3	1	1	1	3	1	2
CO2	3	3	1	2		3	2	1
CO3	3	3	1		1	3	1	2
CO4	3	3	3	2	2	3	2	3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Strategic Planning and Control (Lecture Hours: 15)

- Strategic management accounting,
- Performance hierarchy,
- Performance management and control of the organisation,
- Changes in business structure and implications for management accounting,
- Environmental, social, and governance (ESG) factors in performance planning and evaluation.

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Module II: Performance Management Information Systems and Developments in Technology **15 Lecture Hours**

- Performance management information systems,
- Sources of management information,
- Recording and processing systems and technologies,
- Data analytics for performance measurement,
- Design and evaluation of management reports.

Module III: Strategic Performance Measurement **15 Lecture Hours**

- Strategic performance measures in the private sector,
- Divisional performance and transfer pricing issues,
- Strategic performance in not-for-profit organisations,
- Non-financial performance indicators,
- Quality in performance measurement systems,
- Strategic human resource management and performance issues,
- Behavioural aspects of performance management.

Module IV: Performance Evaluation and Professional Skills **15 Lecture Hours**

- Alternative perspectives on performance measurement and management,
- Strategic performance issues in complex business structures,
- Professional skills: communication, analysis and evaluation, skepticism, and commercial acumen in performance evaluation and advisory roles.

Text Books

1. ACCA Study Material – Advanced Performance Management (APM)
2. Kaplan – ACCA APM Study Text

Reference Books

1. BPP – ACCA APM Course Book – BPP Learning Media
2. Articles and Case Studies from CIMA and ACCA Resources

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Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Name of Program	Bachelor of Business Administration				
	Audit & Assurance	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	Basic Understanding of Accounting & Finance				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Demonstrate knowledge of international regulatory frameworks, professional ethics, laws, and regulations governing audit and assurance services, including money laundering, fraud, and professional liability.

CO2: Apply auditing principles to plan and conduct audits, assess risks, gather evidence, evaluate audit procedures, and prepare auditor's reports while considering quality management at both firm and engagement levels.

CO3: Analyze current developments in audit and assurance, including sustainability audits, public sector audits, and other specialized assignments, ensuring compliance with evolving professional and ethical standards.

CO4: Utilize professional skepticism, analytical skills, and commercial acumen while leveraging technology to effectively access, manipulate, and present data in a professional audit environment.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3					3		
CO2	2	3		3			3	
CO3	2	3		3		2	3	
CO4			3	2				3

1=weakly related

2= moderately related

3=strongly related

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Course Contents:

Module I: INTRODUCTION TO AUDITING

10 lecture hours

The concept of audit and other assurance engagements, Types of Audits, Internal & External audits, Forensic Audit, Audit of Social, Environmental and Group Audit, Integrated reporting, corporate governance and Professional ethics

Module II: AUDIT PLANNING

10 lecture hours

Obtaining and accepting continuing audit engagements, Objective and general principles, assessing audit risks, Understanding the entity and its environment and the applicable financial reporting framework, Fraud laws and regulations, Audit Planning and Documentation

Module III: INTERNAL CONTROL

10 lecture hours

Systems of internal control, the use and evaluation of systems of internal control by auditors, Tests of controls, Communication on internal control, Internal audit and governance, the differences between external audit and internal audit, the scope of the internal audit function, Outsourcing and internal audit assignments

Module IV: AUDIT EVIDENCE

10 lecture hours

Assertions and audit evidence, Audit procedures, Audit sampling and other means of testing, The audit of specific items, Automated tools and techniques, Not-for-profit organizations.

Module V: REVIEW AND REPORTING

05 lecture hours

Subsequent events, going concern, Written representations, Audit finalization and the final review, Role of Legal Professionals in Overseeing the Audit report, The Independent Auditor's Report

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Text Books:

1. Zell Study Notes - ACCA AA

Reference Books:

1. BPP - ACCA AA Course Book - BPP Holdings Limited 2023
2. Kaplan - ACCA AA Study Text - Kaplan Publishing UK

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Name of Program	Bachelor of Business Administration				
Course Code	Taxation (UK)	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Explain key tax principles for individuals and businesses.

CO2: Compute income tax, corporation tax, VAT, and other taxes.

CO3: Apply tax planning strategies for individuals and businesses.

CO4: Understand tax compliance, administration, and deadlines.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1		2				3		
CO2	2		3		2			
CO3	3			3		2		
CO4		2		3			2	

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1

7 lecture hours

Computation Of Income Tax And Residential Status - Income from Employment - Income From Self-Employment

Module 2

8 lecture hours

Basis of assessment: sole traders - Capital Allowances - Trading Losses For Individuals - Partnerships And LLP's

Module 3

7 lecture hours

Pensions - Property and Investment Income - National Insurance Contributions (NICs) - Introduction to Corporation Tax

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Module 4**8 lecture hours**

Taxable Total Profits - Group relief - Tax Administration for Individuals and Companies - Introduction to Chargeable Gains

Module 5**8 lecture hours**

Chargeable Gains – Special Rules - Chargeable Gains – Shares and Securities - Chargeable Gains – Reliefs - CGT for Companies

Module 6**7 lecture hours**

Value Added Tax: Outline - Value Added Tax: Administration and Overseas Aspect - Inheritance Tax – Lifetime Transfers - Inheritance Tax – Death Estate

Text Books:

1. Zell Study Notes - ACCA TX (UK)

Reference Books:

1. BPP - ACCA TX (UK) Course Book - BPP Holdings Limited 2023
2. Kaplan - ACCA TX (UK) Study Text - Kaplan Publishing UK

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Name of Program	Bachelor of Business Administration				
	Advanced Audit & Assurance	L	T	P	C
Owning School/Department	School of Management	4	0	0	4
Pre-requisites/Exposure	Basic Understanding on Audit & Assurance				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Demonstrate knowledge of international regulatory frameworks, professional ethics, laws, and regulations governing audit and assurance services, including money laundering, fraud, and professional liability.

CO2: Apply auditing principles to plan and conduct audits, assess risks, gather evidence, evaluate audit procedures, and prepare auditor's reports while considering quality management at both firm and engagement levels.

CO3: Analyze current developments in audit and assurance, including sustainability audits, public sector audits, and other specialized assignments, ensuring compliance with evolving professional and ethical standards.

CO4: Utilize professional skepticism, analytical skills, and commercial acumen while leveraging technology to effectively access, manipulate, and present data in a professional audit environment.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3					3		
CO2	2	3		3			3	
CO3	2	3		3		2	3	
CO4			3	2				3

1=weakly related

2= moderately related

3=strongly related

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Course Contents:

Module I: Regulatory and Ethical Frameworks in Audit and Assurance 15 lecture hours

International regulatory frameworks for audit and assurance services; Money laundering; Laws and regulations; Code of Ethics for Professional Accountants; Fraud and error; Professional liability.

Module II: Audit Planning, Execution, and Quality Management 15 lecture hours

Quality management (firm and engagement level); Advertising, tendering, and obtaining professional work and fees; Professional appointments; Planning, materiality, and assessing the risk of material misstatement; Evidence and testing considerations; Audit procedures and obtaining evidence; Using the work of others; Group audits.

Module III: Audit Completion, Reporting, and Specialized Assignment 15 lecture hours

Subsequent events and going concern; Completion and final review; Auditor's reports; Reports to those charged with governance and management; Audit-related and assurance services; Specific assignments; The audit of social, environmental, sustainability, and integrated reporting; The audit of performance information (pre-determined objectives) in the public sector; Reporting on other assignments.

Module IV: Emerging Trends, Professional Skills, and Technology in Auditin 15 lecture hours

Professional and ethical developments; Other current issues; Communication; Analysis and evaluation; Professional Skepticism and Judgement; Commercial acumen; Use computer technology to efficiently access and manipulate relevant information; Work on relevant response options, using available functions and technology, as required by the workspace; Navigate windows and computer screens to create and amend responses to exam requirements, using the appropriate tools; Present data and information effectively, using the appropriate tools.

Text Books:

1. Zell Study Notes - ACCA AAA

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Reference Books:

1. BPP - ACCA AAA Course Book - BPP Holdings Limited 2023
2. Kaplan - ACCA AAA Study Text - Kaplan Publishing UK

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Name of Program	Bachelor of Business Administration				
	Advanced Taxation (UK)	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Explain key principles of personal and corporate taxation including income tax, CGT, IHT, and VAT, with reference to UK legislation.

CO2: Apply tax rules to compute liabilities for individuals and businesses, considering relevant reliefs, exemptions, and planning opportunities.

CO3: Evaluate complex tax scenarios involving partnerships, trusts, overseas income, and group structures to make informed tax decisions.

CO4: Demonstrate ethical awareness and administrative understanding in tax practice, including self-assessment, compliance, and planning.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1		2			3			
CO2			2	3		3		2
CO3	2				3			
CO4			3	2			3	2

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1

7 lecture hours

Introduction to IT and IT computations - Ethics and personal tax administration - Personal Finance Management - National Insurance Contributions - Pensions

Module 2

8 lecture hours

Employment Income - Property income & Investment income - Income from self-employment - Partnerships: Income tax and Capital Gains Tax - Family companies – Income tax - Overseas Aspect of Income Tax

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Module 3**7 lecture hours**

Introduction to CGT and CGT computations - CGT – variations to computations - CGT – shares and securities - CGT – reliefs for individuals - Overseas aspects of CGT

Module 4**8 lecture hours**

Introduction to IHT - IHT: Special valuation rules, reliefs and the death estate - IHT: Overseas administration and tax planning - The taxation of trusts and IHT implications

Module 5**7 lecture hours**

Introduction to Corporation Tax and its administration - Calculation of corporation tax - Corporation tax losses - Groups and consortia

Module 6**8 lecture hours**

Overseas aspect of corporation tax - Companies and related planning scenarios – Value Added Tax (VAT) - Stamp duty taxes

Text Books:

1. Zell Study Notes - ACCA ATX (UK)

Reference Books:

1. BPP - ACCA ATX (UK) Course Book - BPP Holdings Limited 2023
2. Kaplan - ACCA ATX (UK) Study Text - Kaplan Publishing UK

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Finance

Rajesh Chatterbarshi

Name of Programs	Bachelor of Business Administration				
MBBA250L	Financial Markets (Incl. BFSI & FinTech)	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1. Evaluate critically a range of theories relevant to financial institutions and markets and apply these theories in the analysis of issues related to these institution and market area

CO2. Explain and discuss the empirical foundations upon which practices in financial institutions and markets are based and the factors that influence decision making within these contexts.

CO3. Analyse a range of topical issues drawn from financial institutions and markets contexts from a variety of empirical and theoretical perspectives, identifying the key issues emerging and applying theory.

CO4. Evaluate critically the role played by the finance and banking profession in maintaining high quality decisions and ethical behaviour in financial institution and market contexts.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3	2	2	2	3	2	
CO2	2			3	2	3	2	1
CO3	3	3	2	3		3		2
CO4		3	2		1		2	3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1- Introduction to Financial System and Economic Development 07 lecture hours

Financial System and its Components – financial markets and institutions; Financial intermediation; Flow of funds matrix; Financial system and economic development; An overview of Indian financial system

Module2 -Financial Markets

07 lecture hours

Money market – functions, organisation and instruments. Role of central bank in money market; Indian money market – An overview. Debt and Fixed Income Securities Market including bond

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market. Forex Market: An overview. Capital Markets – functions, organisation and instruments. Indian equity market – primary and secondary markets; Public Offerings; Private Placement; Role of stock exchanges in India. Commodities Market: An overview.

Module 3 – Financial Institutions

07 lecture hours

Commercial banking – introduction, its role in project finance and working capital finance; Development Financial institutions (DFIs) – An overview and role in Indian economy; Life and non-life insurance companies in India; Mutual Funds – Introduction and their role in capital market development. Non-banking financial companies (NBFCs); Micro-finance organisations; Regional Rural Banks.

Module 4 – Financial Services

07 lecture hours

Overview of financial services industry: Merchant banking – pre and post issue management, underwriting; Brokers and Sub-brokers; Fund-based and fee-based services; Venture capital finance; Factoring services, Investment Banking; Credit rating; Financial counselling; Syndicate loans; Lease Financing; Restructuring and Corporate Advisory Services by Investment Banking.

Module 5 – Derivative Markets

07 lecture hours

Concept and Functions of Derivative Markets; Participants of Derivative Markets; Different types of financial derivative instruments in India – Forwards, Futures, Options, Swaps and Swaptions.

Module 6- Investors protection

07 lecture hours

Importance of Investors’ Protection; Investors Grievances Regarding Stock Market Dealings; Structure of SEBI; Company Law Board; Role of Court in Investors’ Protection; Role of Media in the Protection of Investors.

Text Books :

1. Burton, Maureen, Reynold F. Nesiba, and Bruce Brown. *An introduction to financial markets and institutions*. Routledge, 2015.
2. Justin Paul, Padmalatha Suresh, *Management of Banking and financial Services* (Fourth Edition), Pearson, 2017. ISBN-13: 978-9352861873, ISBN-10: 9789352861873.

Reference Book :

E. Rejda George, McNamara Michael, *Principles of Risk Management and Insurance*, (Thirteenth Edition), Pearson, 2017.

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Program Name	Bachelor of Business Administration				
MBBA340L	Financial Modeling and Analytics	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand the tools and methodology required to build efficient financial models.

CO2: Conceptualize and incorporate the assumptions that are required to create financial models.

CO3: Conduct simulations to drive efficient solutions to financial problems.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO 2	POS 3
CO1	3		2	2		3	3	1
CO2	3	3	2		1			1
CO3		3	2	2	1	3	3	

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1: Introduction and Basic Excel Applications:

10 lecture hours

- Introduction to modelling
- Basic Excel Tools
- Basic Financial Management Concepts
- Charting of Output

Module 2 : Building integrated Financial Models:

20 lecture hours

- Building Financial Models
- Incorporating the Assumptions
- Estimation Methods

Module 3 : Variables and Simulations:

15 lecture hours

- Operationalization of variables
- Simulation Techniques
- Analyzing the results
- Presentations

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Text Book :

1. Sengupta, Chandan. Financial Analysis and Modeling Using Excel and VBA. Switzerland: Wiley, 2010.

Reference Book :

1. Building Financial Models With Microsoft Excel: A Guide For Business Professionals, 2nd Ed (With Cd). India: Wiley India Pvt. Limited, 2010.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Program Name	Bachelor of Business Administration				
MBBA240L	Commercial Banking	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand Indian Financial System, Regulatory Guidelines and importance in Economy of the country

CO2: Understand Different type of customers, KYC, Money Laundering, Liabilities product of a Bank, Retail Banking & Wholesale banking

CO3: Understand Regulatory guidelines for banks' exposure (fund based + non-fund based)

CO4: Understand Evaluation of financial statements of a bank

CO5: Understand Assets side of the bank's balance sheet

CO6: Appreciate Human resources development records keeping, maintenance of data integrity

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO 2	POS 3
CO1	3	3	1		2	3		3
CO2		3					2	
CO3	3		1			1	3	
CO4	3					2		
CO5		3				3	2	
CO6		3	2				3	3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Unit I: Indian Financial System, Regulatory Guidelines and importance in Economy of the country. 08 lecture hours

- What is banking? A brief history of banking in India in phases before 1947; 1947 to 1969; 1969 to 1990; 1990 to date with importance in the economy.
- Type of Banks and their functions:
- Universal Banks, RRB, Small Banks, Local Area Banks, NBFCs, Special purpose Banks like NHB, SIDBI, NABARD, EXIM Bank, etc.
- Functions of Bank—Accepting Deposits & Lending money to needy persons; Other ancillary functions
- Indian Financial System: Regulatory authorities in the Indian Financial System: MoF, RBI, SEBI, IRDA, DRT, IBBI,
- REGULATORY GUIDELINES: Banking Regulations Act 1949, RBI Act 1935, Limitation Act 1963, and Bankers' Book of Evidence Act 1891 relating to the Banking Industry. Negotiable Instrument (NI) Act 1881,

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Restriction on advances

- Basic terminologies used in banking services.

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**Unit II: Different type of customers, KYC, Money Laundering, Liabilities product of a Bank,
Retail Banking & Wholesale banking** **11 lecture hours**

- Types of customers & important features which make these types distinct from each other, Guidelines for Nominee in deposit accounts and Locker Accounts
- Type of Deposits and calculation of interest on SB & Term Deposits and operations of the accounts by different types of customers with different mandates & Importance of CASA
- Describing KYC requirements for each type of customer-details of documents required for each type of customer
- Describing anti-money laundering & provisions of PMLA, 2002
 - i. Meaning of Money Laundering
 - ii. Purpose
 - iii. Method of Operation
 - iv. Common Forms of Money Laundering
 - v. Proceeds of Crime
 - vi. Authorities entrusted for investigation of such offenses
 - vii. Punishment for the persons involved in Money Laundering
 - viii. How do the bankers and financial institutions help in tracing such activities through the account

- **List Of Products And Services Offered By Banks (Retail And Wholesale)**
 - i. Basic Principle of Lending---5Cs
 - ii. Definition of Retail Credit as per Basel/RBI guidelines
 - iii. List of Products for Retail Lending/Deposit/ Services
 - iv. Whole-sale Banking
 - v. Whole-sale banking products & Services offered

**Unit III: REGULATORY GUIDELINES FOR BANKS' EXPOSURE (FUND BASED +
NON-FUND BASED)** **05 lectures hours**

- **Determining RBI prudential norms on lending.**
 - i. What is the meaning of Exposure
 - ii. Component of Credit Exposure:
 - iii. What is the capital fund of a bank
 - iv. RBI prudential norms on lending
 - v. Exemptions from exposure norms:

- **Priority Sector Advances**
 - i. Guidelines of RBI
 - ii. Mandatory guidelines In case of a deficit in achieving the targets

- **Income Recognition Norms and Classification of advances**

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Unit IV: EVALUATION OF FINANCIAL STATEMENTS OF A BANK 06 lectures hours

- **Main performance indicators of commercial Bank:**
 - a. Net Interest Margin (NIM)
 - b. Average Yield on Advances.
 - c. Gross Non-Performing Assets (NPAs) to Total Advances
 - d. Net NPAs % to Total Advances
 - e. Provision Coverage Ratio (PCR)
 - f. Return on Assets (ROA)
 - g. Return on Equity (ROE)
 - h. Capital Adequacy Ratio to Risk-weighted Assets

Unit V: ASSETS SIDE OF THE BANK'S BALANCE SHEET 08 lectures hours

- **Sanction of Working Capital Limit- Turnover Method**
- **Analyzing personal financial statement - present and future financial position, repayment capability.**
- Analyzing Personal Financial Statements
- Repayment Capacity
- **CREDIT ANALYSIS**
 - i. Credit information bureau of India Limited (CIBIL) & Other Approved CIC
 - ii. Purpose of CIBIL Score, calculation, parameters & weightage, Commercial credit report (CCR)
- **Capital adequacy**
 - iii. Definition of capital for adequacy in financial statements of a Commercial banking
 - iv. Types of Capital: TIER-I, TIER-II
 - v. Risk weights
 - vi. Risk-Weighted Assets
 - vii. Capital adequacy calculation
- **Execution of Documents of deposit & advances**
- **Term Sheet in case of Loan**
 - i. Term Sheet
 - ii. Legal Documents like promissory notes, Agreements, affidavits, undertakings, etc between the bank and the borrower
 - iii. Loan disbursement
 - iv. Disbursal Schedule
 - v. Repayment Schedule

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**Unit VI: HUMAN RESOURCES DEVELOPMENT RECORDS KEEPING,
MAINTENANCE OF DATA INTEGRITY** **07 lectures hours**

- Ladder of employees, skill updation, skill development through training
- Reporting, Record Keeping & Its Procedure with limits of preservation of important records
- MAINTENANCE OF DATA INTEGRITY
- What is Data Integrity; Types of Data Integrity; Importance of Data Integrity; Factors affecting data integrity; Best practices to maintain data integrity

Text Book :

1.Pathak, Bharati V.. Indian Financial System. India: Pearson Education India, 2014.

Reference Book :

1.Credit Approval Officer by R.K. GUPTA & HIMANSHU GUPTA” Publisher AISECT PUBLICATIONS BHOPAL ISBN:9789394994416

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Name of Program	Bachelor of Business Administration				
MBBA253L	Corporate Finance	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	Financial Accounting; Financial Management				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand the major tasks of corporate finance along with the role of financial markets and time value for money and how they should be incorporated in corporate financing decisions

CO2: Understand and calculate CAPM and interpret the drivers for return-risk; to be able to apply the up-to-date knowledge acquired to solve capital budgeting problems in other real case situations

CO3: Paraphrase dividend distribution policies and capital structure decisions.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3	3	3		3	2	
CO2	3	3	3	3		3	2	
CO3	3	2	3	2		3	1	

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1: Foundations of Corporate Finance

5 lecture hours

Goals of Financial Management and Financial Decisions of a Firm , Understanding and analysing financial statements , Time Value of Money

Module 2: Investment Decision

13 lecture hours

Estimating hurdle rates for firms and projects , Determining cash flows for investment analysis , Investment Decision Rules: Accounting Income Based; Cash Flow Based; Discounted Cash Flow Based , Capital rationing and complex investment decisions

Module 3: Financing Decision

12 lecture hours

Operating, Financial and Combined Leverage , Beta, Cost of Capital and Capital Structure , Free Cash Flow and Weighted Average Cost of Capital , Choosing a Financing Mix

Module 4: Working Capital Decision and Dividend Decision

12 lecture hours

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Operating and Cash conversion cycle , Management of cash and marketable securities ,
Alternatives to cash dividends: Stock Splits, Divestures, Equity Carve Outs

Text Books :

1. Aswath Damodaran, Corporate Finance: Theory and Practice (2nd ed.), Wiley, 2004.
2. Prasanna Chandra, Fundamentals of Financial Management (6th ed.), McGraw Hill Education, 2014.

Reference Books :

1. Khan and Jain, Financial Management: Text, Problems and Cases, McGraw Hill Education, 2015.
2. Ross and Westerfield, Corporate Finance, McGraw Hill Education, 2005.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Name of Program	Bachelor of Business Administration				
Course Code	Introduction to FinTech	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Explain how FinTech evolved from basic banking (1.0) to advanced digital systems (3.5), revolutionizing finance with efficiency and inclusion, especially in India and emerging economies via mobile tech.

CO2: Evaluate how FinTech transforms payments (UPI, wallets) and lending (P2P, microfinance) in India, offering speed and access but facing cybersecurity and regulatory hurdles.

CO3: Demonstrate an understanding of how Blockchain, 4G/5G, and CBDCs drive FinTech in wealth management, insurance, and inclusion, with examples like robo-advisors and remittances.

CO4: RBI, SEBI, and GDPR regulate FinTech; RegTech ensures compliance, data protection, and fraud prevention for sustainable growth globally and in India.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	1	2	3	1	3	2	1
CO2	3	3	1	1	1	3	1	1
CO3	3	2	2	3	1	3	2	1
CO4	3	3	1	1	3	3	1	1

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1: Introduction to FinTech

7 lecture hours

What is FinTech? - FinTech Evolution: FinTech 1.0: Infrastructure (Pre-2008); FinTech 2.0: Traditional Financial Institutions (2008-2014); FinTech 3.0 & 3.5: Startups and Emerging Markets (2014-Present) - Importance of FinTech in modern finance-Main FinTech Hubs-Emerging Economics: Opportunities and Challenges

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Module 2: FinTech Reshaping Financial Services - Payments and Lending 10 lecture hours

FinTech in the Payment Industry-Digital Wallets (e.g., UPI, Paytm)- Digital Financial Services (DFS) - Mobile Money and Individual Payments - RTGS, NEFT, and IMPS in India -KYC applications.

FinTech in the Lending Industry-Peer-to-Peer (P2P) Lending-Online Lending and Microfinance in India-Crowdfunding-New Models: Initial Coin Offerings (ICOs) and TechFins (e.g.-Amazon Pay, Google Pay etc.)

Module 3: FinTech as a Disruptor - Wealth Management and Insurance 9 lecture hours

FinTech in Wealth Management Industry-Financial Advice (Robo-Advisors), Automated investing, socially responsible investing, Fractional Investing.

FinTech in Insurance Industry- P2P insurance, On-Demand Insurance, On-Demand Consultation, Customer engagement through Quote to sell, policy servicing, Claims Management.

Module 4: Technology Disruptions Enabling FinTech 9 lecture hours

4G/5G networks and Mobile Applications in Finance-Transforming Customer Experience: Embedded Sensors and social media in Finance - Technology's Role in Financial Inclusion – Cryptocurrencies - Introduction to Digital Currencies - Future of Central Bank Digital Currencies (CBDCs) - Blockchain Technology- Basics and Applications in Finance.

Module 5: Global FinTech Landscape and Regulations 10 lecture hours

FinTech ecosystems: US, UK, China, India, Africa, Brazil FinTech ecosystems - Introduction to FinTech Regulations: Global Perspective and India's Regulatory Framework (RBI, SEBI, Sandbox initiatives) - Evolution of Regulatory Technology (RegTech): Regulation 1.0 to 2.0 (KYC to KYD-Know Your Data) - Digital Identity and Data Protection: GDPR and India's Personal Data Protection Bill - Role of Technology in Smart Regulation and Fraud Detection - Challenges of Data Regulation

Text Books:

1. Parag Y Arjunwadkar (2018), FinTech: The Technology Driving Disruption in the financial service industry CRC Press.
2. Sanjay Phadke (2020), Fintech Future : The Digital DNA of Finance Paperback .
3. Sage Publications Pranay Gupta, T. Mandy Tham (2018). Fintech: The New DNA of Financial Services Paperback

Reference Books:

1. Arner D., Barberis J., Buckley R (2015) The evolution of FinTech: a new post crisis paradigm, University of New South Wales Research Series.

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2. Susanne Chishti, Janos Barberis (2016). The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries (Wiley) Paperback, Wiley Publications
3. Richard Hayen (2016). FinTech: The Impact and Influence of Financial Technology on Banking and the Finance Industry

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Name of Program	Bachelor of Business Administration				
MBBA371L	Security Analysis & Portfolio Management	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	Financial Management				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Basic concepts of investments: financial market and financial instruments, understanding Risk, return, portfolio and the theories of investment

CO2: Application of investment theories in real life situations

CO3: Evaluate various investment decisions and strategies,

CO4: Designing a framework for investment for different types of clients

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3	2	2	1	3	2	1
CO2	3	3	2	2	1	3	2	1
CO3	3	3	2	2	1	3	2	1
CO4	3	2	2	2	1	3	2	1

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to Securities

3 lecture hours

Characteristics and Structure of Securities Market, Capital Market/ Money Market, New Issue Market, Stock Exchange in India, Trading and settlement period, Stock Indices (India and International)

Module II: Securities - Risk and Return Analysis

7 lecture hours

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Types of Securities, Concept of Risk and Return, Types of Risk: Systematic vs Unsystematic Risk, Measuring Historical Return, Measuring Historical Risk, Measuring Expected (Ex Ante) Return and risk

Efficient Market Hypothesis- Random Walk theory, Basis Risk, • Significance and uses of Efficient Market Hypothesis.

Module III: Equity Research and Valuation

25 lecture hours

Fundamental Analysis:

Sources of financial information, Industry analysis, Company analysis

Valuation of Equity shares: Book value, Liquidation value, Replacement cost, Discounted Cash Flow Techniques: Dividend discount model, Free cash flow model, Relative Valuation Techniques: Price-earnings ratio, Price-book value ratio, Price-sales ratio.

Technical Analysis:

Basic Tenets, Technical vs Fundamental Analysis, Tools and Techniques and Technical Indicators

Fixed Income Security Analysis

Bond Valuation- Coupon rate, Yield to Maturity, Current Yield

Module IV: Capital Market Theories and Portfolio diversification

5 lecture hours

CAPM- Assumptions – Inputs Required for Applying CAPM, Capital Market Line, Security Market Line, Risk free lending and borrowings, Benefits and Limitations of CAPM

Portfolio Risk and Return- The Benefits of Diversification, Measurement of Co movements in Security Returns, Diversification and Portfolio Risk, Calculation of Portfolio Risk and return, Efficient Frontier, Optimal Portfolio

Module V: Portfolio Theory

5 lecture hours

Portfolio theory Construction and analysis- Selection of Securities

Portfolio management strategies: Revision, Rebalancing, Evaluation

Portfolio performance measurement: Treynor Measure, Sharpe Measure, Jensen Measure

Text Books:

1. **Text:** Chandra, P.(2012). Investment Analysis and Portfolio Management. Tata McGraw Hill

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Reference Books:

1. Kevin S, Security Analysis and Portfolio Management, Prentice Hall of India, New Edition
2. Thomas, S. (2014). Security analysis and portfolio management. Prentice-Hall of India.
3. Class PPT
4. Cases and additional learning materials as and when made available in class

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	30%	30%	40%	100%

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Name of Program	Bachelor of Business Administration				
MBBA354L	Derivatives	L	T	P	C
Owning School/Department	School of Management	3	0	0	0
Pre-requisites/Exposure	Security Analysis and Portfolio Management and FM				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understanding of the Derivatives Marketplace, Practices, Conventions and Players

CO2: Understanding of the Derivatives Products like Forwards, Futures, Swaps, Options etc.

CO3: Understanding of the option markets and products

CO4: Understanding the option market strategy and pricing

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3	2	2	1	3	2	1
CO2	3	3	2	2	1	3	2	1
CO3	3	3	2	2	1	3	2	1
CO4	3	2	2	2	1	3	2	1

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Evolution of Derivatives

6 lecture hours

The Evolution of Derivatives, Emergence of Derivatives in India, Categorization of Derivatives, and Key Characteristics of Derivatives. Examination of Premature Delivery, Extension, and Cancellation in Forward Contracts. Understanding Basis Risk and the Necessity of Hedging. Exploring Currency Futures and their Associated Hedging Approaches. An Insight into Derivatives Trading Landscape in India.

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Module II: Forward and Futures Contract and their application **18 lecture hours**

Meaning and difference of forward and futures, contract specification, Trading and Settlement Mechanism, Marking to market, Operation of margins, Pay-offs

Hedging with Forward and Futures - Why Hedge, Hedging Concepts, Basis Risk, Hedging Strategies - Long hedge, short hedge and cross hedging, Determination of Optimal Hedge Ratio, Optimal Number of Contracts.

Determination of forward and futures prices - Pricing of forward and future contract, Value of forward and future contract, Pricing Theories- Expectations approach and Cost of Carry Model

Module III: Option contracts, Pricing, and trading strategies **21 lecture hours**

Option Contracts - Meaning of Option Contract, Development of Option Market, Types of Option Contracts- Call Option, Put Option, Concept of ITM, ATM and OTM. Exchange Traded Vs. Over-the-Counter Options Market, Mechanics of Option Trading, Option Price Quotations

Principle of Option Pricing – Factors determining option prices, Put – Call Parity, Principle of Call Option Pricing and Principle of put Option Pricing. Pay-off of Option Contract.

Trading Strategies Using Options - Principal Protected Notes, Spreads, Combinations

Text Books:

1. **Text:** Reference: Option, Futures and other Derivatives, J.C. Hull, Pearson Publication

Reference Books:

1. Derivatives and Risk Management, J.R. Verma, Tata McGraw Hill Publications
2. Keith Redhead, “Financial Derivatives – An Introduction to Futures, Forwards, Options and Swaps”, 1st Edition 1997, Prentice Hall of India
3. Class PPT
4. Cases and additional learning materials as and when made available in class

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Program Name	Bachelor of Business Administration				
MBBA373L	Financial Services and Insurance	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	NA				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Develop a comprehensive understanding of the basic concepts, products, and services in banking, financial services, and insurance.

CO2: Identify, compare, and describe various debit products, loan products, and ancillary services offered by banks, enabling students to make informed financial decisions.

CO3: Analyze and explain the historical development and overview of the insurance sector in India, considering its evolution, challenges, and key milestones.

CO4: Evaluate and understand various insurance products in life insurance and general insurance sectors, including their features, benefits, and coverage options.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO 2	POS 3
CO1	1						2	
CO2		3			1	3		
CO3	3			2			2	
CO4	3	3		3	3	3		1

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1 : Introduction to BFSI sector

06 lecture hours

Overview of the Banking, Financial Services, and Insurance sector. Scope and services in BFSI Sector. Financial Services: Financial services in India, types and importance, Banking in India: Definition, Functions and Types of Banks, Non-Banking Financial Companies (NBFCs), Scope & Services of NBFCs, Regulators in BFSI Sector- Role of various Regulators Reserve Bank of

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India (RBI), Securities and Exchange Board of India (SEBI), Insurance Regulatory Development Authority of India (IRDAI), Pension Fund Regulatory and Development Authority (PFRDA)

Regulators in BFSI Sector- Role of various Regulators Reserve Bank of India (RBI), Securities and Exchange Board of India (SEBI), Insurance Regulatory Development Authority of India (IRDAI), Pension Fund Regulatory and Development Authority (PFRDA)

Module 2: Indian Securities Markets

08 lecture hours

Securities Market • Equity Markets, Debt Market and Money Market, Equity Markets - online trading, dematerialization and re-materialization – Depository System in India: Depository system, the Depository Act of 1996 and depository participants. NSDL, CDSL and benefits of a depository, Mutual Funds and AMCs: Mutual funds, various types of mutual fund schemes, advantages and disadvantages of investing in mutual funds, legal structure and the regulation of mutual funds in India. Regulators & Grievance Redressal Mechanism

Module 3: Introduction to Retail Banking

10 lectures hours

Introduction to Banking: Evolution of Banking: Emergence of banking institutions and their evolution over the centuries. Evolution of banking practices and technologies. Classification of Banks: Different types of banks - commercial, central, cooperative, investment, etc. Explanation of their functions, roles, and areas of operation. Understanding the significance of each type of bank in the financial system. RBI as a Bank Regulator: Introduction to the Reserve Bank of India (RBI) as the central banking institution.

Role and functions of RBI in regulating and supervising banks.

Introduction to Deposit Products:

02 lecture hours

Definition of deposit products and their importance in the banking system. Overview of different types of deposit accounts - savings, current, fixed deposits, etc.

Understanding the features and benefits of each deposit product. Customer Identification: Understanding the significance of Know Your Customer (KYC) in Banking. Discussion on the required documents and procedures for KYC compliance.

Channels of Services: Introduction to various channels of banking services - online banking, mobile banking, ATM services, etc. Exploring the advantages and convenience of using these channels.

Loan Products and Modes of Creating Charge on Secured Advances: Introduction to Credit Facility:

Definition of credit and its importance in the economy.

Explanation of credit facilities provided by banks to individuals and businesses. Understanding the role of credit in promoting economic growth. Types of Loan Schemes: Detailed discussion on

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various loan schemes offered by banks - personal loans, business loans, housing loans, etc. Features, eligibility criteria, and purposes of each type of loan schemes.

Branch Banking Transactions in a Bank Branch:

Explanation of various banking transactions that customers can conduct at a bank branch. Common banking transactions such as deposits, withdrawals, fund transfers, etc. Customer Service: Understanding the importance of excellent customer service in banking.

Module 4 : Insurance Management

16 lectures hours

Basic characteristics of insurance – pooling of losses, law of large numbers, History and Origin of Insurance. History of Indian Insurance Risk Management: Risk and uncertainty, pooling and diversification of risk, Risk control and risk financing risk transfer, Risk Management model and treatment of risks

Fundamental principles of Insurance:

Principle of Indemnity, Insurable Interest, Utmost Good Faith, Principle of Subrogation, Contribution and Proximate Cause

Intermediation: role, evolution of various types of intermediaries and Bancassurance in India: Origin and Importance

Life Insurance: various Products, Annuities and Pensions, Human life approach, Needs approach

Capital needs analysis approach

General Insurance: Various Lines of business (LOB), Classification, Motor Insurance, Property and Marine Insurance, Liability and Engineering Insurance

Health Insurance: Types of covers for Individuals and families, Scope of cover and exclusions, Group Health Policies, Terminologies used in Health Insurance

Crop Insurance for farmers: Introduction to Pradhan Mantri Fasal Bima Yojna (PMFMY), Salient features .

Reinsurance – Objectives, Importance and Role of GIC of India

Ethics in Insurance and Mis selling in Insurance; Use of Technology in Insurance and Rise of InsurTech

Insurance Underwriting: Need for insurance underwriting, factors influencing the underwriter's activities, steps involved.

Claims Management: Factors influencing the insurance claim management system, types of documents required in various types of claims

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Regulatory Framework of Insurance: Various statues and Insurance laws, Role and functions of IRDAI

Module 5 : Managing and Marketing of financial Services

03 lectures hours

Segmentation, Communication, Distribution; Managing service issues in financial services and ensuring service quality.

Text Books :

1. Accounting and Finance for Bankers:(For JAIIB Examinations). India: Macmillan Publishers India Limited, 2008.
2. Rejda, George E., McNamara, Michael J.. Principles of Risk Management and Insurance. United Kingdom: Pearson, 2014.

Reference Books :

1. Khan, M. Y.. Financial Services. India: Tata McGraw-Hill, 1997.
2. LOOMBA, JATINDER. Risk Management and Insurance Planning. India: PHI Learning, 2013.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Program Name	Bachelor of Business Administration				
MBBA370L	Project Finance	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	NA				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand the fundamentals of project finance and its significance in large-scale projects.

CO2: Evaluate project feasibility and perform financial modelling for project appraisal.

CO3: Analyse project risks and determine suitable funding sources for successful project financing.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO 2	POS 3
CO1	3	2	2			3		
CO2	3	2				3	2	
CO3	3	2				3		

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Unit I: Introduction to Project Finance

09 lecture hours

Definition and characteristics of project finance
 Advantages and limitations of project financing
 Difference between Project Finance and Corporate Finance
 Main Categories of Project Sponsors

Unit II: Project Appraisal and Feasibility

12 lecture hours

Assessing project feasibility and risk factors
 Techniques for project appraisal: Payback period, NPV, IRR
 Sensitivity analysis and scenario planning

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Unit III: Financial Modelling for Project Finance**12 lectures hours**

Developing project cash flow projections
Financing structure and sources of funds
Financial analysis and project valuation

Unit IV: Funding and Structuring Project Finance Deals**12 lectures hours**

Types of project financing: Debt vs. equity
Project financing instruments and mechanisms

Text Books :

1. Chandra, Prasanna. Projects: Planning, Analysis, Selection, Financing, Implementation and Review. India: Tata Mcgraw-Hill, 2002.
2. Implementation, and Review. Edition. McGraw Hill Education, 2019.

Reference Book :

1. Finnerty, John D.. Project Financing: Asset-Based Financial Engineering. Germany: Wiley, 2013.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Name of Program	Bachelor of Business Administration				
	Taxation	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Explain the key concepts of the Income Tax Act, 1961, including assessment year, previous year, residential status, types of income, and exempted income.

CO2: Compute income under various heads—salaries, house property, business or profession, capital gains, and other sources—applying relevant deductions and exemptions.

CO3: Calculate total income and tax liability of individuals, including deductions, rebates, reliefs, and tax compliance processes like TDS, advance tax, and e-filing.

CO4: Describe the structure of Goods and Services Tax (GST), compute GST liability, and understand return filing, corporate tax planning, and the distinction between tax planning, avoidance, and evasion.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	2	1	2	2	3	1	2
CO2	3	3	1	2	2	3	2	3
CO3	3	3	2	2	3	3	2	3
CO4	2	2	1	3	3	3	3	3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1

5 lecture hour

Income Tax Act 1961: Basic Concepts: Assessment Year, Previous Year, Person, Assesses, Income under Income Tax Act 1961, Exempted Income, Agricultural Income, the maximum marginal rate of tax Residential Status, Permanent Account Number (PAN).

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Module 2**20 lecture hour**

Heads of Income: Income from Salaries, Income from House Property, Income from Business or Profession, Capital Gains & Income from Other Sources, Aggregation of Income, Set Off & Carry Forward of Losses, Clubbing of Income.

Module 3**06 lecture hour**

Deductions from gross total income; Rebates and reliefs; Computation of total income and tax liability of individuals. TDS, Advance Tax, E-Filing of return.

Module 4**06 lecture hour**

Goods and service tax- concept, features, types (GST, CSGT, UGST, Integrated GST) benefits; Computation of GST Tax liability Tax invoice credit method; Types of Returns required to be filled by the business houses.

Module 5**08 lecture hour**

Corporate Tax- Meaning of tax planning and management, tax evasion and tax avoidance; Nature and scope of tax planning and management in the corporate sector; Justification of corporate tax planning and management.

Text Books:

1. Singhania, V. K., & Singhania, M. Students' Guide to Income Tax. University Edition. Taxmann Publications Pvt. Ltd., New Delhi.
2. Ahuja, G., & Gupta, R. Systematic Approach to Income Tax. Commercial Law House, Delhi.
3. Lal, B. B. Income Tax Law and Practice. Konark Publications, New Delhi.
4. Mittal, N. Concept Building Approach to Income Tax Law & Practice. Delhi, India: Cengage Learning India Pvt. Ltd.

Reference Books:

1. Dinker Pagare• Income Tax Law and Practice: Sultan Chand & Sons, New Delhi.
2. Chandra Mahesh and Shukla D.C.: Income Tax Law and Practice; Pragati Publications, New Delhi.
3. Income Tax Law & Accounts, Dr. H.C. Mehrotra, Dr. S.P. Goyal, Sahitya Bhawan publication.

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Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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International Business

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Name of Program	Bachelor of Business Administration				
MBBA258L	International Business Environment	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

By the end of this program, students should have the following knowledge, skills and values:

CO1: Describe the contemporary scenario of global trade.

CO2: Relate the role of different components contributing to globalization.

CO3: Illustrate the role of FDI in global trade.

CO4: Categorise the types of barriers to international trade.

CO5: Assess the role of trade blocs in present global business environment.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2							2
CO2					3			4
CO3		2				3		
CO4			3			4		

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1 **Globalization & International Institutions** **8 lecture hour**

Indices of globalization

WEF and globalization: key indicators of globalization.

International organizations and international trade

Role of IMF, IBRD, UNCTAD, WTO in International Trade

Module 2 **Framework of International Business Environment** **10 lecture hour**

Free Trade Vs. Protection

Economic, Political, Cultural and Legal environments in International Business.

Balance of Trade and Balance of Payments, Current and capital account components.

Exchange Rate and Convertibility of Rupee

Module 3 **International trade Theories and FDI** **8 lecture hour**

Theory of Absolute Advantage, Theory of Comparative Advantages

Theory of Mercantilism, New Trade Theory

Role of FDI in international trade

Norms of FDI and their justifications

Ways in which FDI can flow in an economy

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Module 4 **Barriers to international trade** **8 lecture hour**
Types of barriers
The gainers and losers from barriers to trade

The contemporary conservatism
Types of Duties & Countervailing Measures.

Module 5 **Trade Blocs** **8 lecture hour**
Types and role of trade Blocs
The role of trade Blocs in global business environment

Bilateral and Multilateral Treaties and Agreements
Major Trade Blocks: NAFTA, SAFTA, EU, COMESA

Text Books:

1. International Business: Environment and Operations: John Daniels, Lee Radebaugh, Pearson Publications.

Reference Books:

1. International Business Management: S C Gupta, Ane Publications.
2. The International Business Environment: Text and Cases: Anant K. Sundaram, J. Stewart Black, PHI Publications

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Name of Program	Bachelor of Business Administration				
MBBA262L	Emerging Market in International Business	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	Macroeconomics, Marketing Management				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand and appreciate the fundamentals of emerging markets, political, legal and cultural framework, institutions and infrastructure in emerging markets.

CO2: Be apt at developing and implementing market entry strategies in emerging markets. Be apt at effectively negotiations and sourcing solutions for entry in emerging markets.

CO3: Identify and examine how to manage operations in Emerging Markets alongside opportunities for flourishing a business in an international space.

CO4: Diagnose and illustrate strategies for creating a business in emerging markets and analyse trade-based standpoints for upcoming businesses in emerging markets.

CO5: Practical application of theories and case-discussions in the real world, especially in emerging markets.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO 2	POS 3
CO1	3	3	2	2	1	2	2	1
CO2	3	3	3	3	1	3	2	1
CO3	3	3	3	3	1	3	2	1
CO4	2	1	1	1	3	3	1	3
CO5	3	2	2	3	1	3	3	1

1=weakly related

2= moderately related

3=strongly related

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Course Contents:

Module I: Introduction to Emerging Markets

8 lecture hours

Emerging markets, Difference between Developing, developed, and emerging markets, Characteristics of emerging markets, political, legal and cultural framework in emerging markets, Foundations of Culture & Cultural Dynamics in Management Style, Ethical issues, Trade and foreign Investment Factors effecting international business.

Module II: Institutions and infrastructure in Emerging markets

9 lecture hours

Potential of Emerging Markets, Emerging Markets & Multinational Market Regions and Market Groups, Differences in economic environment in emerging markets, Institutional voids, framework and developing institutions, Infrastructure & infrastructural gap, Income distribution.

Module III: Opportunities and Trend in Emerging Markets

10 lecture hours

Managing Operations in Emerging Markets, the growth of middle income and rise in consumption level, Growth of mid-sized cities, rural development, Services, technology and telecommunication, inequalities, taking advantage and adopting business models for emerging markets, Developing Products & Services for Global Consumer & Business Clientele, Pricing for Emerging Market Exporting and Logistics, Negotiation in the International Arena

Module IV: Strategies for the Entry in emerging markets

10 lecture hours

Trade based entry strategies, export, Bidding for global tenders, global sourcing and outsourcing, contract-based entry strategy, licensing, franchising, technology transfer projects, management contracts, Factors influencing entry strategy, Negotiations and Conflict Management in Emerging Markets, Future for Emerging Markets

Module V: Potential Emerging Markets

8 lecture hours

BRICS Economies- Brazil, Russia, India, China and South Africa, New frontier economies in Latin America- Mexico, Chile, Peru Emerging economies of CIS countries Emerging economies of Africa Other emerging Economies in Eastern Europe

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Text Books:

Cavusgil, S. T., Ghauri, P. N., & Akcal, A. A. (2012). *Doing business in emerging markets*. Sage.

Reference Books:

Daniels, J. D., Radebaugh, L. H., & Sullivan, D. P. (2019). *International business: Environments and operations*. Pearson.

Relevant case-studies would be shared in the class for discussions.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Name of Program	Bachelor of Business Administration				
MBBA280L	EXIM Procedures & Documentation	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Explain the role of export import documentation in global business.

CO2: Describe the role of export promotion council and procedures involved in export.

CO3: Illustrate the role of logistics, Inspection agencies and promotion councils

CO4: Illustrate the role Insurance, ECGC, Foreign Embassies and chambers of commerce in Export and Import from India

CO5: Illustrate the procedures in export import clearance.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3							2
CO2					3			4
CO3		3				4		
CO4			3			3		

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1 Introduction to Export Import & Basics of International Trade 8 lecture hours

What is export- import documentation
 Need for export- import documentation
 Brief introduction to India's export import policy
 Top Exports & Imports from Country, Tariff & Non-Tariff Barriers, WTO, Ministry of Commerce, DGFT, Board of Trade

Module 2 Introduction to Export Import Documentation 8 lecture hours

Introduction to Export documentation. Legal Aspects of export contract; Export Import: Documentation and steps- Performa invoice, Packing list, Commercial invoice, Certificate of origin, Shipping bills, Mate's receipts, Declaration forms, Bill of exchange, Bill of

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lading, Airway bill, Insurance certificate, Consular invoice

Module 3 Instruments of Pricing & Payment Terms 8 lecture hours

Instruments of payments and pricing: Open account, Bill of exchange, Letter of credit, Financing exporters and importers: Pre-shipment finance, Post-shipment finance; Incoterms

Module 4 Logistics & Containerization 8 lecture hours

Logistics and Characteristics of mode of transportation, Containerization and Leasing practices, Shipping Industry, Concept of dry port, Special Economic Zones: Concept, Role and implications in India, Role of State Trading, Export Houses / Trading Houses

Module 5 Export Incentive Schemes 8 lecture hours

Export Incentive Schemes: Duty exemption schemes, Duty remission schemes, Duty entitlement passbook schemes, Export promotion capital goods scheme, Role of banks in export-import transactions

Text Books:

- Paul Justin and Aserkar, R., Export Import Management, Oxford University Press, 2008

Reference Books:

- Joshi, Rakesh Mohan, International Marketing, Oxford University Press, 9 Ed., 2008
- Jain, Khushpat S., Export Import Procedures and Documentation, Himalaya Publishing House, 6th ed., 2008

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Name of Program	Bachelor of Business Administration (BBA)				
MBBA360L	International Finance	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Establish an understanding of foreign exchange market and exchange rates.

CO2: Know how to use foreign exchange derivatives and other techniques to manage foreign exchange exposures of firms.

CO3: Understand the issues pertaining to multinational financing and investment decisions.

CO4: Demonstrate critical and analytical skills wherein they should be able to make sense out of a mass of information to address relevant issues pertaining to international finance theory.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO 2	POS 3
CO1	3	2	3	3	3	3	3	1
CO2	3	3	3	2	2	1	2	3
CO3	2	3	3	3	3	2	2	3
CO4	3	3	2	3	2	2	3	3

1= Weakly related

2= Moderately related

3= Strongly related

Course Contents:

Module 1: International Financial Environment

10 lecture hours

- Multinational Financial Management: An Overview
- Corporate Governance Around the World
- Opportunities available to Multinational Operations
- International Monetary System
- International Flow of Fund
- International Financial Markets
- Exchange Rate Determination
- Currency Derivatives

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Module 2: Exchange Rate Behaviour **12 lecture hours**

- Government Influence on Exchange Rates
- International Arbitrage and Interest Rate Parity
- Fisher Effect and International Fisher Effect
- Case/Mini case discussions
- Numerical problem-solving involving topics covered

- Relationships Among Inflation, Interest Rates, and Exchange Rates

Module 3: Exchange Rate Risk Management **10 lecture hours**

- Forecasting Exchange Rates
- Measuring Exposure to Exchange Rates Fluctuations

- Managing Transaction Exposure
 Managing Economic Exposure and Translation Exposure

Module 4: Long - Term Asset and Liability Management **07 lecture hours**

- Direct Foreign Investment
- Multinational Capital Budgeting
- International Corporate Governance and Control
- Country Risk Analysis
- Multinational COC and Capital Structure
- Long Term Financing

Module 5: Short - Term Asset and Liability Management **06 lecture hours**

- Financing International Trade
- Short-Term Financing
- International Cash Management

Text Books:

1. Analytics Multinational Financial Management: Shapiro (Eighth Edition), John Wiley & Sons
2. Multinational Business Finance: Eiteman, Stonehill, Moffett and Pandey (Tenth edition), Pearson Education

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Reference Books:

1. Kulkarni, International Finance Contemporary Issues: Levi (Fourth / Third Edition), Routledge Paperback edition
2. International Corporate Finance: Madura (Eighth Edition), Thomson South-Western
3. Exchange Rates and International Finance: Copeland (Fourth Edition), 2007, Pearson Education

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Program Name	Bachelor of Business Administration				
MBBA379L	Cross Cultural Management	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	NA				

Course Outcomes (COs)

On completion of this course, the students will be able to:

- CO1: Develop greater awareness of the changing global environment and understanding of the implications for international business and management.
- CO2: Provide conceptual frameworks for systematically understanding the cross-cultural contexts of international business, and theoretical concepts relating to culture, cultural synergies, and differences.
- CO3: Enable students to develop the knowledge, skills and capabilities required to work and manage across cultures.
- CO4: Enhance students' understanding of workforce diversity and develop competence in intercultural communication and cross-cultural interactions.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO 2	POS 3
CO1	1	1	2	1	1	1	1	2
CO2	1	2	2	2	1	1	2	2
CO3	3	3	3	3	3	2	2	3
CO4	3	3	3	3	3	2	3	3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Unit I: Culture and Management

15 lecture hours

Determinants of culture, Dimensions of culture in business, India vs foreign business culture, cultural dimensions and dilemmas, culture and styles of management.

Activity: Developing cross-culture effectiveness

Unit II: Culture, Organizations and Diversity

15 lecture hours

Culture and corporate structures, culture and leadership, culture and strategy, cultural change in organizations, culture and marketing, cultural diversity in organizations.

Activity: Making cultural profiles of brands

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Unit III: Culture and Communications**15 lectures hours**

Business communication across communication, Barriers to intercultural communication, negotiating internationally, working with international teams, conflicts and cultural differences, developing intercultural relationships.

Text Book :

1. Browaeys, Marie-Joëlle., Price, Roger. Understanding Cross-cultural Management. United Kingdom: Pearson Education Canada, 2019.

Reference Books :

1. Madhavan, Shobhana. Cross-Cultural Management: Concepts and Cases. India: Oxford University Press, 2011.
2. Ashta, Ashok, Peter John Stokes, Simon M. Smith, and Paul Hughes. "Japanese CEOs cross-cultural management of customer value orientation in India." *Management Decision* 59, 2021

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Name of Program	Bachelor of Business Administration						
MBBA381L	International Supply Chain Management & Logistics	L	T	P	C		
Owning School/Department	School of Management	3	0	0	3		
Pre-requisites/Exposure	None						

Course Outcomes (COs)

On completion of this course, the students will be able to:

By the end of this program, students should have the following knowledge, skills and values:

CO1: Understand the strategic role of Logistics and Supply chain Management in the cost reduction and offering improved service to the customers at Global level.

CO2: Combining the traditional physical distribution activity with modern Information Technology to have sustainable competitive advantage to the organization Globally.

CO3: Understand about Challenges Driving Logistics and Supply Chain Management.

CO4: Understand working and operations of Multimodal Transportation.

CO5: Understand about Port Management and its significance in International Supply Chain Management.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2							2
CO2					3			4
CO3		2				3		
CO4			3			4		
CO5		2						

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1 **Introduction to International Supply Chain** **09 lecture hours**

Role of the Supply Chain

Managing the Supply Pipeline for Global Trade Flows

The Global Logistics Operator

Comparison between National (Domestic) and International Logistics

International Transport

Globalisation and International Trade Environment

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Name of Program	Bachelor of Business Administration				
MBBA383L	International Marketing	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	Macroeconomics, Marketing Management				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Differentiate between Domestic markets, International Markets and Global Markets with their key characteristics and differentiation.

CO2: Display an awareness of the importance of inter-cultural understanding and relationship management in managing international marketing operations.

CO3: Understand how the international competitiveness of firms across sectors might benefit from effective management of marketing mix elements.

CO4: Understand International Marketing Research Process.

CO5: Relate with Global demographic profiles of ever-changing Global markets and formulate requisite pricing strategies to sustain in Globalization.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO 2	POS 3
CO1	3	3	2	2	1	2	2	1
CO2	3	3	3	3	1	3	2	1
CO3	3	3	3	3	1	3	2	1
CO4	2	1	1	1	3	3	1	3
CO5	3	2	2	3	1	3	3	1

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1 **The Concept of International Marketing** **08 lecture hours**
 The concept of international marketing, emerging opportunities in international markets, Difference between International Marketing & Domestic Marketing
 Globalization, Evolutionary Process of Global Marketing
 Concept of GLOCAL Marketing, PESTL Analysis.

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Module 2	International Marketing Research hours Introduction International Marketing Research Emic vs Etic Dilemma in International Marketing Research International Marketing Research and Human Judgment	10 lecture
Module 3	Entering International Markets hours The Concept of International Market Entry The Modes of International Market Entry Factors Affecting the Selection of Entry Mode Choosing the Right International Market Entry Mix	10 lecture
Module 4	Product Strategy for International Markets 08 lecture hours Standardization vs. Adaptation in International Markets Voluntary factors influencing Product Adaptation in International Markets Trade-off Strategy between Product Standardization and Adaptation Product Quality Decisions for International Markets Packaging and Labelling for International Markets Product Launch for International Markets Product Life Cycle in International Markets International Product Strategy	
Module 5	Pricing Decisions for International Markets 08 lecture hours Introduction Pricing Decisions Pricing Approaches for International Markets Factors Influencing Pricing Decisions in International Markets Terms of Delivery in International Transactions Dumping Counter Trade Transfer Pricing in International Markets Grey Marketing	

Text Books:

1. Joshi, Rakesh M. International Marketing, Oxford University Press, New Delhi, 2014.

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Reference Books:

1. Philip R. Cateora, John L. Graham, International Marketing. New Delhi, TMH, 12ed. 2009.
2. 2. Onkvisit, Sak and Shaw, J, International Marketing: Analysis and Strategy. New Delhi, Prentice Hall of India, 2010.

Relevant case-studies would be shared in the class for discussions.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Name of Program	Bachelor of Business Administration				
MBBA376L	Launching Product in International Market	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understanding about Home country and Host country aspects of doing International Business.

CO2: Understanding about identification of Potential Markets.

CO3: Understanding about selection and identification of products for launching overseas.

CO4: To understand about building and managing competitiveness at international level for product and company.

CO5: To have an understanding about the handling and problems related to operations at International Level.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	1	2	2	1	3	3	2
CO2	3	2	3	2	1	3	2	3
CO3	3	3	2	3	1	3	3	2
CO4	2	3	2	3	2	2	3	3
CO5	1	2	2	1	3	3	2	2

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Decision to go International: Understanding International Strategy
8 lecture hours

Home Country, Host country and strategy implications, Local Responsiveness of a International Business, Modes of International Business, Trading Mode, Participating Mode, Strategic Alliance, Joint Venture, Acquisition, Merger and other strategies, Multinational enterprise, Characteristics and strategy involved in MNEs.

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Module II: Identification of Potential Markets: Selecting & Entering Markets

8 lecture hours

Strategic International Environment, political, economic, cultural, technological, financial environment, Legal framework, Significance FDI restrictions and Trade Sanctions, General Strategic Choice, Four basic strategies, Core competence, experience effect, generic international growth strategies, Market Entry Strategy, Determinants of Entry mode, Diamond Model of Competition among nation, Resource based consideration, Industry based consideration institution-based considerations, Managing the host Government.

Module III: Selection & Launch of Product

8 lecture hours

Product selection, Branding and Promotional strategy in international market, Market factors, Hi-tech positioning, hi-touch positioning, International PLC, New product development, branding levels and alternatives, Product promotion strategy, personal selling, sales promotion, Direct marketing, sponsorship promotion, Pricing strategy in international market, Factors governing international pricing, various alternatives for pricing, pricing decision model, Dumping as strategy.

Module IV: Managing International Competition

8 lecture hours

International competitiveness strategy, three generic strategy models - porter's model, Leontiadis' model, Prahalad and Doz's mode, international value chain, Diversification Vs Concentration strategy, Country attractiveness, Company strength matrix, Host country competition and MNE strategy, IB strategy.

Module V: Handling International Operations

8 lecture hours

International operation strategy, strategy focus, International distribution, International JVs, conflict resolution in JVs, strategic motives for M&As, International financial management, investment decisions, International HRM, International development of managers, Integration of strategy, OS, Financing and HR.

Text books:

1. International Business Strategy A Nag, Vikas Publishing House, New Delhi, 2010.

Reference Books:

1. International Strategic Management Mike W. Peng , Cengage Learning, New Delhi, 20032.
2. Global Strategic Management, Mellahi, K., Frynas, J.G. & Finlay, P., Oxford University Press, New Delhi, 2006.

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Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Marketing

Rajesh Chakrabarti

Name of Program	Bachelor of Business Administration				
	Luxury Brand Management	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	Marketing Management				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: To develop an insight and understanding of the luxury brand world

CO2: To learn to identify luxury target customers and their needs, and to build target customer profiles

CO3: To understand the brand positioning and its impact on luxury brands and methods to communicate luxury brand values

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2	2	3				3	2
CO2	2	3	2	3		1	3	2
CO3	1	3	2	2	1	1	2	3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to Luxury Brand Management

7 lecture hours

Defining Luxury: History and evolution of luxury brands; Characteristics of luxury brands; Luxury vs. Premium vs. Mass Market; Luxury Brand segments: fashion, accessories, watches, automobiles, hospitality, perfumes, jewelry.

Module II: The Luxury Market & Consumer Behavior

7 lecture hours

Global luxury market overview; luxury consumer behavior & psychology; cultural differences in luxury consumption; emerging markets and growth trends

Module III: Luxury Strategy and Brand Positioning

8 lecture hours

Brand identity & DNA; luxury brand positioning strategies; storytelling & heritage in luxury branding; case studies: iconic luxury brands.

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Module IV: Luxury Marketing & Communication**8 lecture hours**

Luxury promotion and advertising strategies; role of influencers & celebrity endorsements; digital marketing & social media for luxury brands; experiential marketing in luxury.

Module V: Retail & Distribution in Luxury**8 lecture hours**

Luxury retail strategies & flagship stores; omnichannel strategies & e-commerce in luxury; customer experience & personalization; luxury service excellence.

Module VI: Sustainability & Ethics in Luxury**7 lecture hours**

Sustainable practices in luxury brands; ethical sourcing & responsible luxury; challenges & future trends in sustainable luxury; consumer perception of ethical luxury

Text Books:

1. Kapferer, J. N., & Bastien, V. (2012). The luxury strategy: Break the rules of marketing to build luxury brands. Kogan Page Publishers.

Reference Books:

1. Chevalier, M., & Mazzalovo, G. (2008). Luxury brand management: A world of privilege. John Wiley & Sons.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Name of Program	Bachelor of Business Administration				
	Brand Management	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	Marketing Management				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand the concepts and process of designing, developing and successfully launching products/ brands.

CO2: Understand the importance of product strategy and value of customer-based brand equity in the growth of an organization.

CO3: Apply different techniques and tools to plan, develop, implement and measure success of new products/ brands in the marketplace.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	2		2	2	2	1	2
CO2	2	3	3	3	3		3	3
CO3	3	3	3	2		3	2	

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Foundational concepts of Product Management and Branding 6 lecture hours

Product Policy and elements of product strategy, Brand elements, Importance of brand for consumers and firms, Branding various entities; goods, services, events, experiences, persons, places, properties, organizations, information, and ideas Product v/s Brand.

Module II: New Product Development Process and Product Strategy 8 lecture hours

New product development process, drafting the concept, creating the design, development of product or service, and aligning marketing mix elements.

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Module III Managing Brands successfully and Brand Strategy**6 lecture hours**

Customer Based Brand Equity, Defining customer-based brand equity, Brand equity as bridge, Sources of brand equity; brand awareness, brand image, Establishing Brand Positioning; Target Market, Competitive frame of reference, Point of Parity, Point of Difference, Brand positioning guidelines, straddle positioning, updating brand positioning overtime, laddering, Perceptual Mapping for brand positioning, Brand promise, Brand mantra, Brand Resonance and Brand Value Chain Model; Brand building process, Brand resonance pyramid (Brand salience, Brand performance, Brand imagery), Brand judgement, Brand feeling, Brand resonance model, Brand value chain model.

Module IV: Designing and Implementing Brand Marketing Programs 6 lecture hours

Choosing brand elements to build brand equity; What are brand elements?; Criteria for choosing brand elements; Options and tactics of brand elements; Brand names, URLs, Logos and Symbol, Characters, Slogans, Jingles, Packaging, Brand Identity, New perspective on marketing, Integrating marketing, Experiential marketing, relationship marketing, mass customization, one on one marketing, Product strategy, Pricing strategy, Channel Strategy, Major marketing communication; Advertising and promotion, Interactive marketing, Events and experience, Mobile marketing, Brand amplifiers, Developing integrated marketing communications, Conceptualizing leveraging process, Leveraging from secondary sources; Company, Country of origin, Channel of distribution, Co-Branding, Ingredient branding, Licensing, Celebrity endorsement, Sporting, cultural or other events, Third party sources
Exercise: Brand Communication Process

Module V: Measuring and Interpreting Brand Performance**6 lecture hours**

Developing a Brand Equity Measurement and Management System; Conducting Brand Audit: Brand inventory, Brand exploratory, Designing brand tracking studies; product-brand tracking, corporate or family brand tracking, Interpreting brand tracking studies, Rolex brand audit discussion, Establishing a Brand Equity Management System; Brand charter, Brand equity, Measuring sources of brand equity; qualitative research techniques; free association, projective techniques, ZMET, Neural research methods, Brand personality: the big five model, ethnographic and experiential method, Quantitative research techniques; measuring brand image, brand response, brand relationship, Brand Dynamics model, Y&R Brand asset valuator, Capturing brand performance, Brand based comparative methods, Marketing based comparative methods, Conjoint analysis, Holistic methods; Residual approach, Valuation approach; Accounting methods, Interbrand brand valuation,
Case Study: Coke's New Vending Machine

Module VI: Growing and Sustaining Brand Equity**6 lecture Hours**

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Name of Program	Bachelor of Business Administration				
MBBA247L	Marketing Research	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	Marketing Management, Statistics				

Developing brand architecture strategy, Product-Brand matrix, Capitalizing brand potential, Brand portfolio, Brand hierarchy, Guidelines for brand hierarchy decisions, Corporate branding, New product and brand extensions, Evaluating brand extensions, Managing brands overtime; Brand reinforcing, brand consistency, Revitalizing brands, Brand portfolio adjustment, Managing brands beyond boundaries; Regional market segments, Demographic and cultural market segments, Rationale for going beyond boundaries, Standardization v/s Customization, Building global customer based brand equity. Case Study: Wingreens Farms

Module VII: Other Contemporary Issues

4 lecture Hours

Digital products and brand and role of social media in influencing brand strategies.

Text Books:

1. Keller, Parameswaran, J. Strategic Brand Management. New Delhi, Pearson Education, 2015

Reference Books:

1. Dyer, Davis., "Rising Tide: Lessons from 165 Years of Brand Building at Procter & Gamble", US, Harvard Business Review Press, 2004
2. Godin, Seth., All Marketers Are Liars: The Power of Telling Authentic Stories in A Low-Trust World, US, Penguin USA, 2012
3. Liedtka, Jeanne., Salzman, Randy., Azer, Daisy. Design Thinking for the Greater Good: Innovation in the Social Sector. United Kingdom: Columbia University Press, 2017.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Overview of marketing research, defining research problems in the context of strategic and non-strategic marketing decisions and specifying information needed

CO2: Evaluating the research design for the decision situation, qualitative and quantitative research, observational study, survey methods.

CO3: Sampling, questionnaire design and hypothesis formulation

CO4: Analysing and interpreting data (Normal distribution, t-Test, Z-test, Chi-Square Test, ANOVA, and Simple regression)

CO5: Utilizing the information for making the research report and presentation.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3	1	3	1	3	2	1
CO2	3	3	1	3	1	3	2	1
CO3	3	3	1	3	1	3	2	1
CO4	2	3	1	3	2	3	2	1
CO5	2	3	2	3	2	3	2	1

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to Marketing Research

10 lecture hours

Definition of marketing research, types of research, process of research, research applications in marketing decisions, features of good research study. defining the research problem, problem identification process, formulation of research hypotheses. exploratory and descriptive, and causal research

Module II: Data Collection, Measurement, and Scaling

11 lecture hours

Research designs: qualitative vs. quantitative; qualitative research, observational study, survey methods (sampling errors and non-sampling errors), attitudinal measurement (scales of measurement), data collection methods, sampling methods, and questionnaire design.

Module III Sampling and Sampling Distributions

12 lecture hours

Introduction to data and basic statistics, , Population and sample, Frequency distribution, Graphical representation of data, Measures of central tendency, mean, median, mode, quartiles, measures of dispersion, range, variance, standard deviation, Hypothesis testing for single population, introduction to hypothesis testing, hypothesis testing procedure, two-tailed and one tailed tests of hypothesis, Type I & Type II error, hypothesis testing for single population means using the z statistic, hypothesis testing for single population means using the t statistic; Hypothesis testing for two population, hypothesis testing

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Name of Program	Bachelor of Business Administration				
MBBA383L	International Marketing	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	Marketing Management				

for the difference between two population means using the z statistic, hypothesis testing for the difference between two population means using the t statistic.

Module IV: ANOVA, Correlation and Regression

12 lecture hours

Calculating SST and mean square, F- Test Statistic. Hypothesis testing for categorical data (Chi-Square Test): Introduction, Chi-Square test, goodness-of-fit test, test of independence; Correlation, Simple linear regression: introduction, least square method, Determining the equation of a regression line, measures of variation, residual analysis for linearity, constant error of variance, independence of error, normality of error. Analysis of variance and experimental designs (ANOVA): analysis of variance, completely randomized design (One-way ANOVA).

Text Books:

1. Nargundkar, Rajendra (2017). Marketing Research: Text and Cases. McGraw Hill Books. ISBN: 978-0-070220874.

Reference Books:

1. Cooper, D. R., Schindler, P. S., & Sun, J. (2003). Business Research Methods. 12th edition. McGraw Hill Books.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Differentiate between domestic markets, international markets and global Markets with their key characteristics and differentiation.

CO2: Display an awareness of the importance of inter-cultural understanding and relationship management in managing international marketing operations.

CO3: Understand how the international competitiveness of firms across sectors might benefit from effective management of marketing mix elements.

CO4: Understand International Marketing Research Process.

CO5: Relate with Global demographic profiles of ever-changing Global markets and formulate requisite pricing strategies to sustain Globalization.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	1	2	2	1	3	3	2
CO2	3	2	3	2	1	3	2	3
CO3	3	3	2	3	1	3	3	2
CO4	2	3	2	3	2	2	3	3
CO5	1	2	2	1	3	3	2	2

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: The Concept of International Marketing

8 lecture hours

The concept of international marketing; Emerging opportunities in international markets; Difference between International Marketing & Domestic Marketing; Globalization, Evolutionary Process of Global Marketing; Concept of GLOCAL Marketing, PESTEL Analysis.

Module II: International Marketing Research

6 lecture hours

Introduction; International Marketing Research and Human Judgment; Emic vs Etic Dilemma in International Marketing Research; International Marketing Research.

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Module III: Entering International Markets**8 lecture hours**

The Concept of International Market Entry; The Modes of International Market Entry; Factors Affecting the Selection of Entry Mode; Choosing the Right International Market Entry Mix.

Module IV: Socio-Cultural Environment**7 lecture hours**

Concept of Culture; Elements of Socio-Cultural Environment; Cultural Analysis; Cross-Cultural Analysis; Cultural Influence on Business Negotiations.

Module V: Product Strategy for International Market**8 lecture hours**

Standardization vs. Adaptation in International Markets; Voluntary factors influencing Product Adaptation in International Markets; Trade-off Strategy between Product Standardization and Adaptation; Product Quality Decisions for International Markets; Packaging and Labelling for International Markets; Product Life Cycle in International Markets; International Product Strategy.

Module VI: Pricing Decisions for International Markets**8 lecture hours**

Pricing Decisions; Pricing Approaches for International Markets; Factors Influencing Pricing Decisions in International Markets; Terms of Delivery in International Transactions; Dumping Counter Trade.

Text Books:

1. Joshi, Rakesh M. International Marketing, Oxford University Press, New Delhi, 2014.

Reference Books:

1. Philip R. Cateora, John L. Graham, International Marketing. New Delhi, TMH, 12ed. 2009.
2. Onkvisit, Sak and Shaw, J, International Marketing: Analysis and Strategy. New Delhi, Prentice Hall of India, 2010

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Name of Program	Bachelor of Business Administration					
MBBA369L	Integrated Marketing Communications	L	T	P	C	
Owning School/Department	School of Management	3	0	0	3	
Pre-requisites/Exposure	Marketing					

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Explain the concept of IMC and its role in marketing communications.

CO2: Analyze an organization's marketing and communication needs to develop IMC objectives.

CO3: Develop creative strategies for IMC campaigns across different media platforms.

CO4: Create media plans for implementing IMC campaigns.

CO5: Evaluate the effectiveness of IMC campaigns using appropriate metrics.

CO6: Apply ethical principles in developing and executing IMC campaigns.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2	2	2	2	2	3	2	2
CO2	3	3	3	3	2	3	3	2
CO3	3	3	3	3	2	3	3	2
CO4	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3
CO6	3	2	3	3	3	3	3	3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to IMC

6 lecture hours

Integrated marketing communications overview, The IMC strategic planning process, Developing creative strategy.

Module II: Role of IMC Tools and Media Platforms

12 lecture hours

Advertising, Sales Promotion, Public Relations and Publicity (Outline of crisis management, corporate social responsibility, and reputation management), Direct and Digital Marketing (Outline of SEO, SEM, content marketing, social media marketing, and influencer marketing), Personal Selling.

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Module III: Implementing Effective IMC Campaigns**12 lecture hours**

Setting objectives and budgeting for the IMC plan, Developing effective media strategies, Executing integrated campaigns across media platforms

Module IV: Measuring IMC Effectiveness**6 lecture hours**

Pre-testing and post-testing of campaigns, Quantitative and qualitative evaluation methods, Metrics for assessing IMC campaign effectiveness

Module V: Ethical and Legal Issues in IMC**6 lecture hours**

Evaluating the Social, Ethical, and Economic issues in marketing communications, International Perspective of IMC, Regulations related to IMC

Text Books:

1. George Belch and Michael Belch, Advertising and Promotion: An Integrated Marketing Communications Perspective, 13th Edition, ISBN10: 1266149066 | ISBN13: 9781266149061.

Reference Books:

1. Cases in Advertising and Marketing Management by Kelley Hoffman and Betsy D. Gelb.
2. Strategic Integrated Marketing Communications by Larry Percy.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Name of Program	Bachelor of Business Administration				
MBBA249L	Consumer Behaviour and Marketing	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	Marketing Management				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Functional knowledge: In-depth knowledge of consumer behaviour theories and their application in marketing mix decisions. Students should be able to appreciate the inter-relatedness of consumer behaviour in all marketing decisions by the end of this course.

CO2: Analytical and reflective thinking: Aspiring managers should be able to identify and analyse the consumer behaviour related issues and develop themselves as reflective practitioner and learning can be applied to various marketing decision-making scenarios.

CO3: Application of knowledge: Learner should be able to apply consumer behaviour knowledge in real-life consumption scenarios and marketing decisions/strategies based on the understanding of consumers.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3	1	1	1	3	3	3
CO2	3	3	2	2	1	3	2	2
CO3	3	3	2	3	2	2	3	3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to Consumer Behaviour and Marketing

11 lecture hours

Consumer Behaviour as a process and as a field of study; Relevance of market research with consumer behaviour; Approaches to consumer behaviour research; Research paradigms in consumer research; Consumer research process and Importance of rooting marketing decisions

Strategies in the understanding of consumer behaviour; Consumer-focussed targeting, and segmentation

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Module II: Consumer Decision Process**12 lecture hours**

Determinants and stages of buyer behaviour; Need recognition, search, and information gathering; Comparing brands and Evaluation rules; Choice Post-purchase process; Consumer's expectations and satisfaction; Measuring satisfaction and value; Irrational buying behaviour/decisions.

Module III Individual Determinants of Consumer Behaviour**12 lecture hours**

Consumer: The Individual and Self-Concept; Gaps in self-image and ideal image; Self-image, brand image and choice; Consumer needs, goals, and motivations; Theories of personality; Personality and STP decisions; Consumer personality and brand personality; Creation and management of consumer perception; Learning: Different ways of learning; Cognitive development; Memory: Creation of schemas, storing and retrieving information, memory systems; Change or repositioning of information, what makes us forget? Attitude formation and modification: Power of attitudes; Theories of attitude: Formation of attitudes, Attitude change methods; Marketing activities to change consumer attitudes.

Module IV: External Influences on Consumer Behaviour**10 lecture hours**

Consumer – In a group; As a group: Consumer identity as a member of a group: Gender roles, social class, and lifestyles; Situational effects: Temporal, social, physical, task, purchase, usage, disposition, and other antecedent states.; Influence of culture and subcultures: Cultural and sub-cultural influences on individual, norms and their role, customs, traditions, and value system; Consumer Behaviour in different contexts.

Text Books:

1. Solomon, Michael R (2020), Consumer Behavior: Buying, Having and Being, 13th Edition, Pearson Prentice Hall.
2. Schiffman, L.G. (2018), Consumer Behavior, 12th edition, Pearson Prentice Hall, New Delhi.

Reference Books:

1. Vanessa A. Tetteh (2016), Consumer Behavior Overview, Research Starters, 1-5.
2. Xavier Lhuer, Tunde Olanrewaju, and Hyo Yeon, What it takes to deliver breakthrough customer experiences, McKinsey Quarterly, November, 2015, 1-6.
3. Magids, S., Zorfas, A and Leemon, D. (2015). The New Science of Customer Emotions. Harvard Business Review. November, 2015.
4. The thinker and The Shopper: Four Ways Cognitive Technologies Can Add Value To Consumer Products, Deloitte University Press, 2015.

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Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Name of Program	Bachelor of Business Administration				
	Sales Force Management	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	Marketing Management				

Course Outcomes (COs)

CO 1: Understand the concepts of sales management

CO 2: Internalize selling skills, Negotiation, know how to bargain and win in sales, learn and apply the basic steps in the selling process and Sales Forecasting

CO 3: Understand nature of sales organization and enumerate stages in designing a sales territory, Designing and developing a sales force

CO4: Understand the concepts and Importance of Distribution Channel, Designing Distribution channels, and Understand conflict management

CO – PO / PSO MAPPING

	PO1	PO2	PO3	P4	PO5	PSO1	PSO2	PSO3
CO1	3	2	3	2	1	3	3	1
CO2	3	2	1	2	1	3	3	3
CO3	3	2	1	2	1	3	2	3
CO4	3	2	1	2	1	3	3	1

1=weakly related

2= moderately related

3=strongly related

CourseContents:

Module 1

Introduction sales management process

08 lecture hours

Introduction to course content and evaluation components, Nature and importance of sales management, types of selling, the sales management process, Personal Selling and buying styles, selling skills, **the selling process** (8 step process), Planning, Sales forecasting and budgeting and market demand, Sales organization

Module 2

Salesforce management, Training, and Motivation

08 lecture hours

Size, allocation and design of sales territory, Importance of sales quotas, types of sales quota, methods of setting sales quota, Recruitment and selection of sales force, staffing, Objectives of sales training, training process, training methods, Designing a sales training programme, Sales force motivation and designing a motivational programme, characteristics of an effective compensation plan, designing and implementing a compensation plan

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Module 3 **Distribution Channel management, Channel design and Conflict** **08 lecture hours**

Activities of a distribution channel performs, distribution channel strategy, Marketing Channels. Retailing and Wholesaling, designing a customer-oriented channel, capturing customer requirements and conceiving the channel flows. Managing channel relationships, channel positioning, channel conflict. Logistics planning, inventory management decisions

Module 4 **Group project (Baazar) and Closing observations and course wrap-up** **02 lecture hours**

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Text Books:

1. Krishan K Havaldar & Vasant M Cavale, “Sales and Distribution Management - Text and Cases”, 4th (Latest) Edition, TMH

Reference Books :

1. Still, Cundiff, & Govoni, “Sales Management: Decision Strategy and Cases”, 5th Edition, Pearson
2. Tapan Panda & Sunil Sahdev, *Sales and Distribution Management*, Latest Edition, Oxford University Press
3. Johnston & Marshall, “Sales Force Management”, 9th Edition, TMH.
4. Tanner, HoneyCutt, and Erffmeyer, “Sales Management – Shaping Future Sales Leaders”, Pearson.

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Name of Program	Bachelor of Business Administration				
	Social Media Marketing	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	Introduction to Marketing or equivalent				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand the core concepts and functions of social media platforms and their use in business marketing.

CO2: Develop and execute social media strategies, align them with business objectives, and understand how to segment target audiences effectively.

CO3: Acquire the skills to create engaging content and manage social media accounts across different platforms.

CO4: Learn to analyze social media performance and understand key metrics for campaign optimization.

CO5: Understand ethical issues in social media marketing and the legal considerations in digital marketing.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	2	3	2	2	3	2	2
CO2	3	3	3	3	2	3	3	3
CO3	2	3	3	2	2	3	3	2
CO4	3	3	2	2	3	3	3	2
CO5	2	2	3	2	2	2	3	2

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to Social Media Marketing

8 lecture hours

Overview of social media and its impact on business, key social media platforms: Facebook, Instagram, Twitter, LinkedIn, TikTok, YouTube, Evolution and growth of social media marketing, consumer behaviour on social media, integration of social media in the marketing mix, social media's role in brand building and consumer engagement.

Module II: Social Media Strategy Development

8 lecture hours

Developing social media marketing strategies: aligning business goals with digital strategies, setting SMART goals for social media campaigns, identifying and segmenting target audiences: using data for

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audience insights, crafting an integrated social media marketing plan, budgeting for social media campaigns.

Module III: Content Creation and Curation

8 lecture hours

Types of content: text, visual, video, and interactive content, creative tools for social media content creation, crafting compelling and shareable posts, user-generated content and engagement strategies, importance of branding in social media content.

Module IV: Social Media Advertising and Paid Campaigns

7 lecture hours

Overview of paid social media advertising, platform-specific advertising tools (Facebook Ads, Instagram Ads, LinkedIn Ads, etc.), budgeting and bidding strategies for social ads, A/B testing and optimization techniques, influencer marketing and partnerships.

Module V: Social Media Analytics and Performance Measurement

7 lecture hours

Understanding Key Performance Indicators (KPIs) in social media marketing, analyzing engagement metrics: reach, impressions, click-through rates (CTR), conversion rates, social media analytics tools: Google Analytics, Hootsuite, Sprout Social, Buffer, measuring campaign performance: using data to optimize campaigns, social media ROI.

Module VI: Ethical, Legal, and Emerging Trends in Social Media Marketing

7 lecture hours

Privacy concerns and data protection in social media, copyright, fair use, and intellectual property in social media content, transparency and authenticity in social media marketing, ethical guidelines for social media marketers, social commerce and e-commerce integration, artificial intelligence and automation in social media, future trends in social media marketing.

Textbooks:

1. Social Media Marketing (3rd Edition) by Tracy L. Tuten, Michael R. Solomon, and Bikramjit Rishi, Sage Publications.
2. *Social Media Marketing: A Strategic Approach* (3rd Edition) by Melissa Barker, Donald I. Barker, and Krista E. Neher, Cengage Learning.

Reference Books:

1. Digital Marketing by Rajan Gupta and Supriya Madan, BPB Publications.
2. Social Media Marketing All-in-One for Dummies (5th Edition) by Michelle Krasniak, Zimmerman, and Deborah Ng, For Dummies.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Name of Program	Bachelor of Business Administration				
MBBA342L	Retail Management	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	Marketing Management				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: To apply the principles, practices, and concepts used in retail marketing management

CO2: To describe the complex nature and environment of retail marketing management together with the buying and selling of goods, services, and ideas to the final consumer

CO3: Understand the conceptual and organizational aspects of the retail sector, including strategic planning and management in the retail industry

CO4: Identify the approaches to and guidelines used to analyze and solve retailers' problems and make decisions in retail organizations.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2	3	2				3	1
CO2	3	2	3	2		2	3	
CO3		3	2	3	1		2	3
CO4	3	3	2		2		2	1

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to Retail Marketing

7 lecture hours

Understanding retail management and retail marketing; Retailing formats and classifications
Retail strategy and structure.

Module II: Retail Strategy and Market Planning

8 lecture hours

Retail situation analysis; Retail location strategy; Strategic retail planning process; Experiential Learning: Assignment/Quiz.

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Module III Store Management & Merchandise Management**6 lecture hours**

Developing merchandise plans; Implementation of merchandise plans; Pricing in retailing. Experiential Learning: Assignment/Quiz.

Module IV: Consumer Behavior and Retail Operations**8 lecture hours**

Understanding retail consumers; Identification of consumer characteristics and needs; Retail operations management: Operational context; Customer relationship management; Sensory marketing and consumer behavior

Module V: Retail Marketing and Communication**8 lecture hours**

Communicating retail image; Retail promotional strategy; Retail branding and positioning; Experiential Learning: Assignment/Quiz.

Text Books:

1. Pradhan Swapna, Retailing Management: Text and Cases (6th ed.), McGraw Hill Education India, 2020, ISBN: 978-0-538-48088-8.

Reference Books:

1. Gilbert Dave, Retail Marketing Management (2nd ed.), Pearson, 2011, ISBN: 978-8-177-58825-5.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Name of Program	Bachelor of Business Administration				
MBBA346L	Pricing Strategy	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	Marketing Management				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: To understand the important economic, analytical, and behavioural concepts related to costs, consumer behaviour and competitive environment.

CO2: To understand and comprehend the pricing strategies of various companies, products, and lifecycles.

CO3: To explore competitors' pricing strategies in a variety of market situations.

CO4: To understand and comprehend the advanced pricing techniques.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2	3	2			2	3	2
CO2	2	3	2	3		1	3	2
CO3	1	3	3	2	1	2	1	3
CO4		2	3	2				

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to Pricing Strategy

7 lecture hours

Concept of Pricing; Objectives of pricing policies; Factors influencing pricing; Initiation and reactions of price changes

Module II: Setting the Price

6 lecture hours

Determining demand; Estimating cost; Analysing competitor's cost, price and offers

Module III: General Pricing Approaches

8 lecture hours

Cost-based pricing; Value-based pricing; Competition-based pricing; Market skimming pricing; Market penetration pricing; Competitive pricing.

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Module IV: Price Adjustment Strategies**9 lecture hours**

Discount and allowance pricing; Segmented pricing; Psychological pricing; Promotional pricing.

Module V: Managing Price Variance**9 lecture hours**

Pricing policy development; Price promotions; Discount management; Product life cycle pricing.

Module VI: Ethical Aspects of Pricing**6 lecture hours**

Price war and loss leader pricing; Price fixing; Ethics in pricing.

Text Books:

1. Smith Tim J, Pricing Strategy: Setting Price Levels, Managing Price Discounts and Establishing Price Structures, South Western (Cengage Learning), 2015, ISBN: 978-8-131-52838-9.

Reference Books:

1. Instructor's manual

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%



Entrepreneurship

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Name of Program	Bachelor of Business Administration				
MBBA1016L	Global Entrepreneurship	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

By the end of this program, students should have the following knowledge, skills and values:

CO1: Understand and appreciate importance of global entrepreneurship in 21st Century

CO2: Learn how to think 'globally' and identify opportunities and challenges as they contemplate entrepreneurial ventures

CO3: Be aware of the challenges of operating in cross national and cultural environments.

CO4: Be cognizant of the ethical and legal challenges of operating in a multinational fashion.

CO5: Understand similarities and differences of entrepreneurship between Developed, Emerging and Transitioning Economies.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3							2
CO2					3			3
CO3		3				3		
CO4			3			3		

1=weakly related

2= moderately related

3=strongly related

Module 1

Introduction to Global Entrepreneurship

08 lecture hours

Introduction to Entrepreneurship, Difference between Entrepreneurship and Global Entrepreneurship, Perspectives of entrepreneurship, Relationship between small business and entrepreneurship, challenges of Global Entrepreneurship. Types of Global Entrepreneurs and Entrepreneurships. Motivations to Go Global, Traits of an International Entrepreneur, The Importance of Global Business, Uncertainty perception and risk-taking, Coachability" and advice taking, Strategies to become global entrepreneur, Designing individual/opportunity nexus, Opportunity perception and biases, Styles, Communication.

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Module 2 **Product and Market Entry Strategy** **10 lecture hours**

Describe/Identification of the product, the manufacturer, and the international business orientation of the firm. Examination of the competitive, economic and political environment that will impact the future success of your product and company, analysing the target market, evaluate and compare the different market entry strategies available, Describe the advantages of the proposed locations in terms of operations and distribution among others. Foreign Market Selection Model, Developing Foreign Market Indicators, Primary Versus Secondary Foreign Market Data, Competitive Positioning, International Competitive Information.

Module 3 **International Legal Concerns** **08 lecture hours**

Introduction, Political Activity, Political Risk, Legal Considerations and Regulations, Intellectual Property and Organizational Form, Patents, Trademarks, Copyright, Trade Secrets, Licensing, Contracts, Business Ethics in a Global Setting.

Module 4 **Resources and financing** **08 lecture hours**

Entrepreneurial resources, Bootstrapping: Related methodologies, Global Venture capitalism, Start-up accelerators, Angel investors, Equity crowdfunding, Hedge funds, Debt options : Loans from banks, financial technology companies and economic development organizations, Microcredit.

Text Books:

1. Hisrich, R.D., 2015. *International entrepreneurship: starting, developing, and managing a global venture*. Sage Publications.

Reference Books:

1. Zucchella, A., Hagen, B. and Serapio, M.G., 2023. *International entrepreneurship*. Edward Elgar Publishing.
2. Little, S.E., Go, F. and Poon, T.S., 2017. *Global Innovation and Entrepreneurship*. Palgrave Macmillan, Cham. DOI: doi. org/10.1007/978-3-319-43859-7.
3. Hessels, J., 2008. *International entrepreneurship: Value creation across national borders* (No. EPS-2008-144-ORG).

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Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Name of Program	Bachelor of Business Administration				
MBBA272L	Family Businesses Essentials: Development & Growth	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand family businesses and their role in global economies.

CO2: Understand the dynamic issues and problems facing family businesses.

CO3: Apply business and skills, focusing on a key issue or problem facing a family business.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3		3	1	3	3	3
CO2	3	3	2	3		3		3
CO3	3	3	1	3	1	3	2	2

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1

5 lecture hours

Introduction and Definition , Why Family business is special/important? , The roles and responsibilities in Family Business – people, systems and growing complexity

Module 2

5 lecture hours

The family's relationship with the business – developing a strategic vision and building teamwork ,Stages of Development a Family Business in India ,Types of Family businesses.

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Module 3**10 lecture hours**

Key Characteristics of Family Enterprises ,Theoretical Frameworks in Family Enterprises

Module 4**12 lecture hours**

The next generation perspectives ,Ownership and Control ,Managing Conflicts
Managing Resources for entrepreneurial performance.

Module 5**10 lecture hours**

Family Governance - multigenerational family firms ,Entrepreneurial Leadership ,Managing
succession Planning ,Scaling, globalising and diversification

Text Books :

1. Cram101 Textbook Reviews. Studyguide for Family Business by Poza, Ernesto J. , ISBN 9781285056821. N.p.: Cram101 Incorporated, 2014
2. Hilburt-Davis, Jane., Dyer, William G., Dyer, W. Gibb. Consulting to Family Businesses: Contracting, Assessment, and Implementation. United Kingdom: Wiley, 2003.

Reference Books :

1. McCann, Greg. When Your Parents Sign the Paychecks: Finding Career Success Inside Or Outside the Family Business. United States: JIST Works, 2007.

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Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Name of Program	Bachelor of Business Administration (BBA)				
MBBA260L	Social Entrepreneurship and Corporate Venturing	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand the various concepts related to Social Entrepreneurship and differentiate between various entrepreneurship concepts

CO2: Evaluate the challenges in social entrepreneurship and the role it plays in innovation with interaction with other stakeholders

CO3: Describe Corporate Venturing the explain the complete cycle of corporate venturing

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3	2	3	2	3	2	3
CO2	3	3	2	3	2	3	2	3
CO3	3	3	2	3	2	3	2	3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to Social Entrepreneurship

12 lecture hours

Fundamentals of social entrepreneurship, difference between social and business entrepreneurship, differences between social entrepreneurship and government, difference between social entrepreneurship and activism, relationship between social entrepreneurship and democracy; Introduction to women Entrepreneurship; Introduction to SHGs and Rural Entrepreneurship

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Module II: Challenges in Social Entrepreneurship**8 lecture hours**

Financial constraints, attracting talented workers, difference between scale and impact in social entrepreneurship, what's stopping social change?

Module III: Social Entrepreneurship and Innovation**8 lecture hours**

Social entrepreneurship changing minds, role of schools and university in creating social innovators, how can governments engage better with social entrepreneurs? Social entrepreneurship and its influence on business, how can individuals prepare themselves to participate in the field of social entrepreneurship?

Module IV: Introduction to Corporate Venturing**8 lecture hours**

What is Corporate Venturing, Financial Vs. Strategic Returns, Innovation, Main focus of the Corporate Venturing Investment

Module V: Corporate Venturing Cycle (Basic Overview)**9 lecture hours**

Design – Structure and governance, Portfolio Strategy

Investing - Screening for the Right Startup; Due Diligence; Business Valuation; Negotiation of Deal Terms: The Term Sheet

Harvesting Benefits - Choosing the Right Harvesting Path; Portfolio Optimization; Integration; Exits

Textbooks:

1. Social Entrepreneurship®: What Everyone Needs to Know (South Asia Edition), 2019 by David Bornstein and Susan Davis, Oxford University Press
2. Introduction to Social Entrepreneurship, 2016, by Teresa Chahine, Taylor and Francis

Reference Books:

1. The Corporate Venturing Handbook: A Step-by-Step Guide to the Value Creation Process, 2024 by Dietmar Grichnik, Manuel Hess, Jana Reuther, Alexander Stoeckel, Michael Hilb, Kogan Page.

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Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Name of Program	Bachelor of Business Administration				
MBBA392J	Course Name: Live Project – Part 2	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

- CO1: Understand Importance of Pivot and practise in their ideas.
- CO2: Appreciate Customer Empathy and lean startup methodology.
- CO3: Understand Development of prototype.
- CO4: Understand Building of Bplan and pitching

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3				3		
CO2		3		3	2			
CO3	3						2	2
CO4			3				2	

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1

7 lecture hours

Importance of Pivot and practise in their ideas.

- Understanding what is pivot type of pivoting in start-ups.
- Exposure to different start-ups who pivoted and became successful.
- Opportunity to students to understand role of pivoting in their start-ups.

Module 2

14 lecture hours

Customer Empathy and lean start-up methodology.

- Understanding customer again w.r.t. identified problem.
- Validating solution to identified customer's problems.
- Understanding lean start-up methodology.
- Implementing lean methodology in team building, validation, marketing, partnership etc.

Module 3

14 lecture hours

Development of prototype.

- Understanding prototype, MVE and it's importance.
- Support in prototype development.
- Prototype showcase and validation.
- Feedback and changes if required.

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Module 4
Building B-plan and pitching

7 lecture hours

- Help making robust Bplan with financials.
- Bplan Pitching

Text Books :

1. Handouts to be provided

Reference Books :

1. Reis, Eric. "The lean startup." *New York: Crown Business 27* (2011): 2016-2020.
2. Singh, Charu Lata, and Mona Gupta. *Introduction to Corporate Communication: Case Studies from India*. Taylor & Francis, 2021.
3. Osterwalder, Alexander, Yves Pigneur, Gregory Bernarda, and Alan Smith. *Value proposition design: How to create products and services customers want*. Vol. 2. John Wiley & Sons, 2015.
4. Tim Brown, *Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation*, HarperCollins, 2009
5. Heidi M. Neck, Patricia G. Greene & Candida G. Brush, *Teaching Entrepreneurship: A Practice-Based Approach*, Edward Elgar Publishing, 2014

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Name of Program	Bachelor of Business Administration				
MBBA349L	Entrepreneurial Marketing & Finance	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

- CO1 : Understand the uniqueness of entrepreneurial marketing
CO2 : Develop entrepreneurial marketing strategies
CO3 : Understand the uniqueness of entrepreneurial finance
CO4 : Develop entrepreneurial finance strategies

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	1		1	1	2	2	
CO2		3	3	3	3			3
CO3	3			1	1	2		3
CO4	1	3	3	3	3	2	2	3

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1

10 lecture hours

- Principles of entrepreneurial marketing & selling
- Difference between corporate marketing & entrepreneurial marketing
- Customer value proposition, minimum viable products (MVPs), early market trials, customer acquisition cost (CAC), customer lifetime value (CLTV)

Module 2

10 lecture hours

- Unique entrepreneurial marketing strategies
- ATL, BTL advertising
- Leveraging digital and social media for marketing

Module 3

10 lecture hours

- Principles of Entrepreneurial Finance
- Types/Sources of Funding
- Managing, Measuring and Evaluating Financial Performance

Module 4

12 lecture hours

- Financial Plan (covering Business Plan Fundamentals)
- Creating and Recognizing Venture Value – Valuing Start-ups
- Exit and Turnaround Strategies

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Text Books :

1. Hisrich, Robert D., Ramadani, Veland. Entrepreneurial Marketing: A Practical Managerial Approach. Germany: Edward Elgar Pub., Incorporated, (n.d.).
2. Landström, Hans. Advanced Introduction to Entrepreneurial Finance. United Kingdom: Edward Elgar Publishing, 2017.
3. Experimenting in the Entrepreneurial Venture, HBS: Core Curriculum: Entrepreneurship by Thomas Eisenmann, September 2014
4. Selling and Marketing in the Entrepreneurial Venture, HBS: Core Curriculum: Entrepreneurship by Frank Cespedes, July 2014

Reference Books :

1. Gupta, Sunil. Driving Digital Strategy: A Guide to Reimagining Your Business. United States: Harvard Business Review Press, 2018
2. Piskorski, Mikolaj Jan. A Social Strategy: How We Profit from Social Media. United Kingdom: Princeton University Press, 2016.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Name of Program	Bachelor of Business Administration				
MBBA276L	Entrepreneurial Strategy	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1.Understand the concept of strategy and its dimensions in the entrepreneurial context like opportunity assessment.

CO2.Discuss the strategic implications of how resources, competition, and network play a role in venture growth.

CO3. Develop strategic models for various start-ups in different industries.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3		1	3	3	3	2	3
CO2	1	3			2	3	3	3
CO3	3	3	1	3	1	3	2	2

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1 : Traditional schools of Strategy & Entrepreneurial Strategy

20 Lecture Hours

This module creates the groundwork for interpreting and creating strategy as entrepreneurs. The theoretical grounding stems from Henry Mintzberg's identification on the schools of strategy. In the 1990s, eminent management scholar - Henry Mintzberg – reviewed the literature on Strategic Management and classified the stream of Strategic Management in Ten Schools. Popularly referred to as Mintzberg's Schools of Strategy, the classification allows students to conduct strategic management assessments with focussed centrality – designing & planning, positioning and evolutionary. More specifically, Mintzberg identified the schools as:

- **The Design School**, views Strategy as conception and design of ideas;
- **The Planning School**, views Strategy as rigorous planning;
- **The Positioning School**, championed by Michael E. Porter, classifies strategy by the positioning of the product/ services in an existing industry structure;
- **The Entrepreneurial School**, which focuses on visionary leadership;
- **The Cognitive School**, which focuses on role of perceptions and information in shaping strategy. One of the best examples of cognitive studies is the Johari window. Wherein, you can better your business by understanding your customers.
- **The Learning School**, which focuses on the management thought process that leads to strategic action
- **The Power School**, which focuses on strategy evolution by analysing the vested interests of people in power leading/within the organization.

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- **The Cultural School**, which focuses on strategic action driven by its human and social capital;
- **The Environmental School**, which gives most importance to environmental factors in strategy. For example – In a paper industry, wood plays a major role. And if the wood is scarce, the strategy formulation will have to be done on the basis of wherever the wood is available.
- **The Configuration School** has evolved into the most preferred School of thought. It argues that the strategy needs to be configured to allow firms to move from one position to another. This transition requires focussed efforts.

Module 2 : Interpreting Entrepreneurial Strategy

16 lecture Hours

- **Entrepreneurship and Strategic Management [4 hours]:** In the past 20 years the purview of strategic management scholars has been primarily to seek to understand which decisions and actions are needed to achieve competitive advantage; And entrepreneurship scholars have been greatly focused trying to understand how opportunities to bring into existence future goods and services are discovered and exploited to create and grow new ventures. Strategic management researchers have been interested mostly in relatively large corporations. And entrepreneurship researchers have and continue to study mostly small and medium-sized enterprises. We begin by integrating the two facets and creating a framework for the discussion on the “interface”, in the form of Resources & Capabilities
- **Entrepreneurial Strategy Interpreted [4 hours]:** Strategic management, a discipline with its origins in the national and global expansion of business in the twentieth century, is a young business discipline; Entrepreneurship is even newer! Consequently, the understanding on entrepreneurial strategy remains interpretive. In this section, we borrow the concepts on coordination of activities within the firm, preventing loss, and supervising the use of resources from strategic management and apply them to the entrepreneurial concepts related to identifying opportunity and mobilizing resources
- **Framework for Entrepreneurial Strategy [8 hours]:** What differentiates successful from unsuccessful entrepreneurial firms as they create new businesses that transform the basis of competition in an industry? To address this question we focus on the process of industry emergence and examine the sources of competitive advantage among entrepreneurial firms. For strategy scholars, study of industry-level processes is needed to make comparative performance assessments among firms and to identify the new technologies and products that change the basis of industrial competition. The by-products of industry emergence are often the factors that are used to explain performance differences when an industry reaches maturity. Barriers to entry, technological competence, market power, consumer markets, and reputations (to name just a few) may all be forged during the period of industry emergence.

Module 3 : Interpreting Entrepreneurial Strategy

6 lecture Hours

- **Network, Alliances and Entrepreneurship [2 hours]:** We examine the processes by which entrepreneurs start and develop new ventures through networks and alliances. As we shall see, networks and alliances can influence almost every aspect of new venture creation. Johannisson described the personal network of the entrepreneur as “the strategically most significant resource of the firm”.
- **Entrepreneurship as Growth; Growth as Entrepreneurship [4 hours]:** “Entrepreneurship researchers” view growth in Large Organizations as an outcome of entrepreneurial traits. Consequently, entrepreneurship and Firm Growth have become intertwined. We expand the traditional definition of entrepreneurship to include concepts on intra-preneurship and explore how large firms (traditional domain of strategic management) manage growth by balancing their exploitation-exploration needs.

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Text Books :

1. Handouts shall be provided for the classes and modules.

Reference Books :

1. Ireland, R. D., Camp, S. M., & Sexton, D. L Strategic entrepreneurship. M. A. Hitt (Ed.). UK: Blackwell, Oxford. 2002.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Name of Program	Bachelor of Business Administration				
MBBA391J	Course Name: Live Project – Part 1	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Generate start up ideas that are scalable

CO2: Align co-founders' personal goals with the venture's purpose

CO3: Understand market dynamics / competition and know the customer.

CO4: Develop capabilities to make sharp and impactful pitches/presentations

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3					3		1
CO2				3	2			
CO3		3					2	
CO4			3				2	

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1

14 lecture hours

Ideation & problem identification (start-ups/ family business)

- Exposure to different start-ups ideas & entrepreneurs
- Understanding problem identification / idea generation
- Social and commercial innovation
- Generating startup ideas
- Overview of Start-up Maturity Model

Module 2

7 lecture hours

Team alignment

- Team skills & resources
- Team member identification.
- Individual goals/aspirations
- Team roles & responsibilities
- Team values

Module 3

7 lecture hours

Know your customer

- Correlation of problem with whose problem
- Identification of customer / customer persona

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Module 4

14 lecture hours

Situating the idea in the larger context

- Macro Trends
- Mapping competition
- Legal requirements
- Purpose/Mission

Text Books :

Handouts to be provided

Reference Books :

1. Alexander Osterwalder, Yves Pigneur, Gregory Bernarda and Alan Smith, Value Proposition Design: How to Create Products and Services Customers Want, John Wiley & Sons, 2015
2. Heidi M. Neck, Patricia G. Greene & Candida G. Brush, Teaching Entrepreneurship: A Practice-Based Approach, Edward Elgar Publishing, 2014

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Name of Program	Bachelor of Business Administration						
MBBA368L	Venture Creation Strategy and Simulation	L	T	P	C		
Owning School/Department	School of Management	3	0	0	3		
Pre-requisites/Exposure	None						

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand the process of launching a venture

CO2: Learn about the various stages of growth through which a typical start-up goes

CO3: Discover strategies as well as tools to survive and succeed in a competitive market

CO4: Develop teamwork, pitching and negotiation skills, and effective stakeholder management.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	2	1	2	2	3	1	3
CO2	3	2	2	1	2	3	2	2
CO3	2	3	2	2	1	3	3	2
CO4	2	2	3	2	2	3	3	2

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to Venture Creation, Opportunity Recognition, and Idea Generation

11 lecture hours

Definition and importance of venture creation, historical perspectives on entrepreneurship, entrepreneurial mindset, the role of innovation and creativity, identifying market gaps and opportunities, creativity techniques for idea generation, and evaluating the feasibility of business ideas.

Cases/ Situations on successful opportunity recognition.

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Module II: Market Analysis, Financial Planning, and Business Model Development

16 lecture hours

Market research methodologies, identifying target customers and segments, analyzing market trends and competition, funding sources and financing options, risk assessment and management, building a sustainable business model, canvas models and frameworks, value proposition design, and iterative development of business models.

Cases/Situations on successful business models.

Module III: Social, Ethical, and Legal Considerations in Venture Creation

10 lecture hours

Intellectual property protection, legal structures for ventures, ethical considerations in entrepreneurship, the role of ventures in contributing positively to communities, strategies for social entrepreneurship, and social, ethical, and legal perspectives in the AI era.

Cases or Situations on legal and ethical complexities that may arise in their entrepreneurial journeys.

Module IV: Customer Validation, Pitching and Presentation, and Sale your product to your peers

08 lecture hours

Validation of customer needs and preferences, strategies to sell your products and services in the target market, developing effective pitches, presenting to investors and stakeholders, Q&A preparation and handling objections, peer review, and feedback sessions.

Cases/ situations on effective pitching and VC funding.

Note: As the course is focused on experiential learning and is activity-driven, the duration and specific topics, especially case studies covered may vary based on the actual implementation of the course.

Text Books:

1. Bruce R. Barringer; R. Duane Ireland. Entrepreneurship- Successfully Launching New Ventures. Pearson (2016). ISBN: 0133797198,9780133797190.
2. Adams, Robert J.; Spinelli, Stephen; Timmons, Jeffrey A. New venture creation- entrepreneurship for the 21st century. McGraw-Hill Education (2016). ISBN: 9780077862480,0077862481.
3. Pigneur Osterwalder, A., & Pigneur, Y. (2010). Business model generation: a handbook for visionaries, game changers, and challengers (Vol. 1). John Wiley & Sons.
4. Feld, B., & Mendelson, J. (2019). Venture deals: Be smarter than your lawyer and venture capitalist. John Wiley & Sons.

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5. Christensen, C. M. (2013). The innovator's dilemma: when new technologies cause great firms to fail. Harvard Business Review Press.
6. Gartner, W. B. (1985). A conceptual framework for describing the phenomenon of new venture creation. Academy of management review, 10(4), 696-706.
7. Prado, A. M., Robinson, J. A., & Shapira, Z. (2022). Serving rural low-income markets through a social entrepreneurship approach: Venture creation and growth. Strategic Entrepreneurship Journal, 16(4), 826-852.

Reference Books:

1. Additional readings and case studies will be shared in the class.
2. Internet resources: blogs, news-feed, and related materials

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40	20	40	100

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Program Name	Bachelor of Business Administration				
	Digital Wallets	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure					

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Learn the evolution, types, key players, technologies, and payment process flows in digital wallets while exploring their backend infrastructure, APIs, security mechanisms, and compliance standards.

CO2: Examine the role of digital wallets in financial inclusion, their impact on emerging economies, cryptocurrency wallets, and various monetization strategies used by fintech companies.

CO3: Gain hands-on experience in digital wallet integration, security implementation, and compliance adherence through case studies, real-world applications, and a hands-on project.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3	2	2	1	3		
CO2	3	3	2			3	2	2
CO3	3	3	2	3	1	3	2	2

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1: Foundations of Digital Wallets

09 lecture hours

Introduction to Digital Wallets: Definition, Importance, and Evolution of Digital Payments, Types of Digital Wallets (Open, Closed, Semi-Closed), Key Players (Apple Pay, Google Pay, PayPal, Samsung Pay, Venmo, etc.), How Digital Wallets Work, Underlying Technologies: NFC, QR Codes, Bluetooth, UPI, Blockchain, Payment Process Flow: Customer, Merchant, Bank, Payment Processor, Integration with Bank Accounts, Cards, and Cryptocurrencies, Contactless Payments vs. Online Payments

Module 2: Infrastructure and Security of Digital Wallets

09 lecture hours

Digital Wallet Infrastructure, Frontend, Backend, APIs, and Mobile vs. Web Wallets, Cloud-based vs. Device-based Wallets, Role of Payment Gateways & Processors, Security in Digital Wallets, Authentication Mechanisms: PIN, Passwords, Biometrics, 2FA, Data Encryption and Tokenization, Fraud Prevention and Risk Management, Compliance Standards: PCI DSS, GDPR, RBI Guidelines

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Module 3: Financial Inclusion and Cryptocurrency Wallets**09 lecture hours**

Digital Wallets & Financial Inclusion, Digital Payments for the Unbanked and Underbanked, Role in Emerging Economies (India's UPI, Africa's M-Pesa, China's WeChat Pay), Government Initiatives & Case Studies, Cryptocurrency and Digital Wallets, Hot Wallets vs. Cold Wallets, Crypto Payments and Security Challenges, Future Trends: CBDCs (Central Bank Digital Currencies) and Stablecoins

Module 4: Business Models and Future Trends in Digital Wallets**09 lecture hours**

Business and Revenue Models, Subscription-based, Transaction Fees, Advertising Models, Merchant Services and Cashback Mechanisms, Partnerships with Banks & Fintech Companies, Case Studies of Monetization Strategies, Future Trends and Innovations, AI & Machine Learning in Fraud Detection, Biometric & Voice-activated Payments, IoT & Wearable Payments, Open Banking & API-driven Payments

Module 5: Regulations, Compliance, and Hands-on Project**09 lecture hours**

Digital Wallet Regulations & Compliance, Global Regulatory Frameworks: GDPR, PSD2, KYC, AML, Role of Central Banks & Financial Authorities, Data Privacy & Consumer Protection, Compliance Challenges for Cross-Border Payments

Text Books :

1. **Benson, C. C., & Loftesness, S.** (2023). *Payment systems: From the salt mines to the board room*. Glenbrook Press.
2. **Shahzad, S. J. H.** (2021). *Digital payment revolution: Bitcoin, Fintech, and future of payments*. Springer.
3. **O'Mahony, D., Peirce, M., & Tewari, H.** (2001). *Electronic payment systems for e-commerce* (2nd ed.). Artech House.

Reference Books:

1. **Vigna, P., & Casey, M. J.** (2015). *The age of cryptocurrency: How Bitcoin and digital money are challenging the global economic order*. St. Martin's Press.
2. **Sironi, P.** (2016). *FinTech innovation: From robo-advisors to goal-based investing and gamification*. Wiley.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Program Name	Bachelor of Business Administration				
	Payment Solutions	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	Business Accounting				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Explore the evolution, types, and key components of modern payment solutions, along with the underlying technologies such as NFC, QR codes, and blockchain.

CO2: Understand security mechanisms, regulatory frameworks, and risk mitigation strategies essential for digital payments.

CO3: Analyze business models, revenue strategies, and emerging trends while gaining hands-on experience by developing a simple payment solution prototype using industry-standard APIs.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3	2	2	1	3		
CO2	3	3	2			3	2	2
CO3	3	3	2	3	1	3	2	2

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1: Fundamentals of Payment Solutions

09 lecture hours

Overview of Payment Solutions:

Definition, importance, and evolution of payment systems, Types of payment solutions (card-based, mobile wallets, online payment gateways, etc.), Key Market Players & Regulatory Frameworks, Major players: Visa, Mastercard, PayPal, Stripe, etc. Global and local regulatory landscapes and compliance issues.

Module 2: Technologies Enabling Payment Solutions

09 lecture hours

Core Technologies: Underlying technology: NFC, QR Codes, Bluetooth, and contactless payments, Integration with banking systems: UPI, SWIFT, ACH, and real-time payments, Emerging Tech Trends, Blockchain and distributed ledger technology in payments, Role of APIs in enabling interoperability and innovation.

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Module 3: Infrastructure and Architecture of Payment Systems **09 lecture hours**

System Architecture: Components of a payment solution: Frontend interfaces, backend systems, and APIs, Comparison: Mobile vs. Web-based payment solutions, **operational Framework**, Payment processing workflows and the role of payment gateways, Cloud-based vs. on-premise solutions and their impact on scalability and security.

Module 4: Security, Compliance, and Risk Management **09 lecture hours**

Security Protocols, Authentication mechanisms (PINs, biometrics, 2FA), Data encryption, tokenization, and secure transaction practices., Regulatory and Compliance Standards, Global standards: PCI DSS, GDPR, PSD2, KYC, AML. Fraud detection, risk management strategies, and compliance challenges.

Module 5: Business Models, Future Trends, and Hands-on Projects **09 lecture hours**

Business and Revenue Models, Overview of subscription-based, transaction fee, and advertising models, Merchant services, cashback schemes, and partnership strategies, **Innovation and Future Outlook**, AI & machine learning applications in fraud detection. IoT, wearable payments, open banking, and API-driven ecosystems

Textbooks

1. **Benson, C. C., & Loftness, S.** (2017). *Payment systems in the U.S.: A guide for the payments professional* (3rd ed.). Glenbrook Partners.
2. **Arjunwadkar, P. Y.** (2018). *FinTech: The technology driving disruption in the financial services industry*. Wiley.

Reference Books

1. **Chishti, S., Craddock, T., Puschmann, T., & Zachariadis, M.** (Eds.). (2020). *The PAYTECH book: The payment technology handbook for investors, entrepreneurs, and fintech visionaries*. Wiley.
2. **Craddock, T., & Beresford, M.** (2021). *Digital payments: Technology and emerging customer behaviour*. Routledge.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Name of Program	Bachelor of Business Administration				
	Online Funding and Crowd Sourcing	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able :

CO1: Understand the concept, mechanisms, and evolution of online funding and crowdsourcing.

CO2: Analyze the different models of crowdfunding, their legal aspects, and their impact on businesses and entrepreneurs.

CO3: Evaluate the role of technology, social media, and digital marketing in successful online fundraising campaigns.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	1	2				1		1
CO2	1	1					1	
CO3	2	1	1			2	1	

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1. Introduction to Online Funding and Crowdsourcing

10 lecture hours

- Definition, History, and Evolution
- Traditional vs. Online Funding
- Role of Technology in Financial Intermediation
- Overview of Crowdsourcing in Business and Innovation

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Module 2: Models of Crowdfunding

15 lecture hours

- Donation-based Crowdfunding
- Reward-based Crowdfunding
- Equity Crowdfunding
-
- Debt-based (Peer-to-Peer Lending) Crowdfunding
- Hybrid Crowdfunding Models

Module 3: Crowdfunding Platforms and Their Impact

10 lecture hours

- Popular Crowdfunding Platforms (Kickstarter, GoFundMe, Indiegogo, etc.)
- Role of Blockchain and Cryptocurrencies in Crowdfunding
- Crowdfunding in Emerging Markets
- Legal and Regulatory Framework of Crowdfunding

Module 4: Marketing and Managing Crowdfunding Campaigns

10 lecture hours

- Strategies for Successful Crowdfunding Campaigns
- Role of Social Media and Digital Marketing
- Behavioral Aspects of Funders and Backers
- Ethical Issues and Risk Management in Online Funding

Text Books :

1. Belleflamme, P., & Lambert, T. (2014). **Crowdfunding: Tapping the Right Crowd.** Springer.
2. Mollick, E. (2020). **The Business of Crowdfunding.** Wiley.

Reference Books :

1. Agrawal, A., Catalini, C., & Goldfarb, A. (2016). **Some Simple Economics of Crowdfunding.** Journal of Economic Perspectives.
2. Schwenbacher, A., & Larralde, B. (2010). **Crowdfunding of Small Entrepreneurial Ventures.**

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Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Name of Program	Bachelor of Business Administration				
	Mobile and Digital Banking	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	Basic knowledge of banking and digital applications				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand the evolution and significance of mobile and digital banking in India

CO2: Identify key digital banking platforms and services such as UPI, IMPS, and mobile wallets

CO3: Analyse security risks, RBI regulations, and fraud management strategies

CO4: Evaluate future trends including neo-banks and the Digital Rupee

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3		2			3		
CO2	3	2	3		2	3		
CO3	2	3			3	3	2	
CO4		3	2	3	2	2		3

Course Contents

Module I: Introduction to Mobile and Digital Banking 05 lecture hours

- Evolution and significance
- Benefits and challenges
- Role in financial inclusion

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Module II: Digital Platforms in Indian Banking 10 lecture hours

- UPI, IMPS, NEFT, RTGS
- Mobile wallets and apps: Paytm, PhonePe, Google Pay
- Role of NPCI

Module III: Security and Regulatory Environment 10 lecture hours

- Cyber threats, frauds, and preventive measures
- RBI guidelines and compliance
- Grievance redressal mechanisms

Module IV: Emerging Trends 05 lecture hours

- Neo-banks and digital-only banks
- AI, ML in mobile banking
- Digital Rupee and CBDC

Text Books

1. Joshi, V.C., "E-Finance: Log in to the Future of Finance," Tata McGraw Hill
2. Khan, M.Y., "Indian Financial System," McGraw Hill

Reference Books

1. RBI publications and circulars on digital banking
2. NPCI documentation and report

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Name of Program	Bachelor of Business Administration				
Fintech	Peer-to-Peer Lending	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	Basic understanding of banking and finance				

Course Outcomes (COs)

CO1: Understand the concept, evolution, and functioning of P2P lending

CO2: Analyse the regulatory framework of NBFC-P2P in India

CO3: Evaluate risks, benefits, and challenges of P2P lending

CO4: Examine P2P platforms and their application for MSME finance

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3		3			3		
CO2	2	3			2	3		
CO3	3	3	2		3	3	2	
CO4		2	3	3		2		3

Course Contents

Module I: Introduction to P2P Lending

05 lecture hours

- Concept, origin, and global overview
- Comparison with traditional lending

Module II: Regulatory Framework in India

10 lecture hours

- RBI guidelines for NBFC-P2P
- Registration, compliance, and operational limits

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- Legal protection and borrower obligations

Module III: P2P Platforms in India

10 lecture hours

- Faircent, Lendbox etc..
- Lending mechanisms and interest setting
- Credit assessment and digital KYC

Module IV: Risk, Challenges & Opportunities

05 lecture hours

- Risk assessment, fraud, and recovery
- P2P lending for MSMEs and underserved segments
- Future Outlook

Text Books

1. Choudhury, Gaurav, “FinTech and the New Financial Ecosystem,” Bloomsbury India
2. RBI Master Directions on NBFC-P2P

Reference Books

1. BIS Working Papers on Alternative Finance
2. Industry whitepapers from NASSCOM/Fintech Associations.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Name of Program	Bachelor of Business Administration				
Course Code	RegTech	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: To understand the evolution of FinTech regulation and RegTech.

CO2: To analyse the regulations governing FinTech in India

CO3: To understand Regulatory sandbox

CO4: To assess challenges associated with adoption of RegTech.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2	2	1	3	1	2	3	1
CO2	3	3	2	2	2	3	2	2
CO3	2	2	1	2	1	2	2	1
CO4	2	3	2	2	3	2	2	3

1=weakly related 2= moderately related 3=strongly related

Course Contents:

Module 1 Introduction to FinTech regulation and RegTech 12 lecture hours

FinTech Regulation, Evolution of RegTech- RegTech 1.0, RegTech 2.0, RegTech 3.0, RegTech ecosystem Financial institutions, start-ups, and regulators. The future of Regtech and the technologies impacting it.

Module 2 Regulations governing FinTech in India-I 06 lecture hours

Regulation of mobile money, Regulation of smart contracts, Regulation of Robo-Advisory services, legal and regulatory implications of cryptocurrencies, Payment and Settlements System Act 2007, Master direction on Issuance and operation of prepaid payments instruments

Module 3 Regulations governing FinTech in India-II 06 lecture hours

NPCI guidelines governing UPI payments, Master direction-NBFC, Guidelines regulating P2P lending platforms, payment aggregators/intermediaries, payment banks, Anti money-laundering regulations, Data privacy and protection.

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Module 4 Regulatory Sandboxes -I**06 lecture hours**

Introduction, what is regulatory sandbox-Covered FinTech products and eligible participants, parameters, regulatory safe harbour, Post sandbox engagement. Benefits-Participant-regulator dialogue, reduced time and cost of market penetration, stronger appeal to stakeholders, market signalling. Shortcoming-Multi-tiered regimes, Pre-judging innovative value, scalability, race to the bottom.

Module 5 Regulatory Sandboxes-II**07 lecture hours**

Regulatory sandbox in India, China, USA, Europe and other countries.

Module 6 Challenges and Future Trends**08 lecture hours**

Risks and challenges of RegTech adoption-Procurement and approval process, Preference for large and established players, Fragmented markets, Regulatory uncertainty, Concentration risk, Data protection security and cyber threats Future Trends in RegTech-Quantitative Regulation, Machine readable regulation, Agile Regulation, Regulatory Sandboxes, International regulation

Text Books:

1. Jelena Madi(2019) FinTech: Law and Regulation: Publisher: Edward Elgar Pub
2. Consultation paper on crowd funding in India. Available at https://www.sebi.gov.in/sebi_data/attachdocs/1403005615257.pdf
3. Enabling Framework for regulatory sandbox Available at <https://www.rbi.org.in/Scripts/PublicationReportDetails.aspx?UrlPage=&ID=93>

Reference Books:

1. Sethi, Vivek. Fintech & Regtech - your definitive guide on the convergence of finance, technology and regulation (p. 3). Max Krish Publishers. Kindle Edition.
2. Douglas W. Arner, János Barberis & Ross P. Buckley, FinTech, RegTech, and the Reconceptualization of Financial Regulation, 37 Nw. J. Int'l L. & Bus. 371 (2017). Retrieved from:
<https://scholarlycommons.law.northwestern.edu/cgi/viewcontent.cgi?article=1817&context=njilb>
3. Magnuson, W. J., (2017). Regulating Fintech. Vanderbilt Law Review, Forthcoming; Texas A&M University School of Law Legal Studies Research Paper No. 17-55. Retrieved from <https://ssrn.com/abstract=3027525>

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4. Zetsche, D. A., Buckley, R. P., Arner, D. W., & Barberis, J. N. (2017), From FinTech to TechFin: The Regulatory Challenges of Data-Driven Finance. University of Hong Kong Faculty of

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Name of Program	Bachelor of Business Administration				
	InsurTech	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand the evolution and disruption of insurance business models through InsurTech

CO2: Analyze the application of AI/ML and IoT in enhancing insurance processes

CO3: Evaluate innovative insurance services and their regulatory implications in India and globally

CO4: Assess the challenges and future trends of InsurTech adoption in the Indian and global context

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2	2	1	2	1	3	2	1
CO2	3	3	1	2	1	3	2	1
CO3	2	3	2	2	3	2	2	3
CO4	2	3	2	3	2	2	3	2

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1: Foundations of InsurTech and Business Model Disruption 10 lecture hours

Introduction to InsurTech: Definition and evolution in India and globally. Business model disruption: From traditional insurers to tech-driven models. Aggregators: Role in India (e.g., PolicyBazaar) and globally (e.g., Compare The Market). Unicorns and business models: Success stories (India: Acko; Global: Lemonade). India's context: Low insurance penetration and Digital India as catalysts.

Module 2: AI/ML and Risk Modeling in InsureTech 10 lecture hours

AI/ML in InsurTech: Predictive analytics for risk modeling and pricing. Risk modeling: Global applications (e.g., health insurance) and India (e.g., crop insurance). Fraud detection: AI-driven tools (India: ICICI Lombard; Global: Shift Technology). India use case: Leveraging India

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Stack (Aadhaar) for personalized microinsurance. Challenges: Data privacy (India's DPDP Bill), ethical AI, and scalability.

Module 3: IoT and Innovations in Insurance Services

10 lecture hours

IoT and InsurTech: Connected devices (telematics, wearables) for real-time data. Global innovation: Usage-based insurance (e.g., Progressive's Snapshot). India innovation: Parametric insurance for farmers using IoT weather data. Innovations in services: On-demand insurance (India: Digit; Global: Trov). Challenges: Infrastructure gaps in India, regulatory alignment (IRDAI), and consumer adoption.

Module 4: Processing Claims and Underwriting with Technology

10 lecture hours

Processing claims: Automation via AI and blockchain (e.g., smart contracts). Underwriting: Tech-driven risk assessment (India: Bajaj Allianz; Global: Root Insurance). India use case: Claims processing for PM Fasal Bima Yojana with tech integration. Global use case: Drone tech for property claims (e.g., Allianz). Regulatory frameworks: IRDAI norms vs. global standards (e.g., Solvency II).

Module 5 InsurTech Ecosystem: Challenges and Future Trends

05 lecture hours

InsurTech ecosystem: Aggregators, unicorns, and partnerships (e.g., Paytm with insurers). Challenges globally: Cybersecurity, high costs, and legacy systems. Challenges in India: Low awareness, rural penetration, and talent gaps. Future trends: AI-driven microinsurance (India), embedded insurance (global). Capstone: InsurTech's role in India's digital economy and global competitiveness by 2030.

Text Books:

1. Insurtech: A revolution in Insurance Distribution by Dr. Kuldeep Kr. Kamboj, University Book House Pvt Ltd

Reference Books:

1. The InsurTech Book - The Insurance Technology Handbook for Investors, Entrepreneurs and FinTech Visionaries by SLB Chishti, John Wiley & Sons Inc

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Name of Program	Bachelor of Business Administration				
Course Code	Online Remittance	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able :

CO1: Understand the fundamentals of online remittance, including its mechanisms and evolution.

CO2: Analyze the different models of online remittance, their legal frameworks, and their impact on individuals and businesses.

CO3: Evaluate the role of digital technology, fintech innovations, and regulatory compliance in the remittance industry.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	1	2				1		1
CO2	1	1					1	
CO3	2	1	2			2	1	

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1: Introduction to Online Remittance

10 lecture hours

- Definition, History, and Evolution
- Traditional vs. Online Remittance
- Role of Digital Technology in Remittance Systems
- Global Remittance Trends and Economic Impact

Module 2: Models of Online Remittance

15 lecture hours

- Bank-led Remittance Services
- Fintech and Mobile Money Transfer Services

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- Blockchain and Cryptocurrency-Based Remittance
- Peer-to-Peer (P2P) Money Transfers
- Regulatory and Compliance Aspects

Module 3: Digital Platforms and Innovations in Remittance

10 lecture hours

- Overview of Popular Online Remittance Platforms (PayPal, Western Union, Wise, etc.)
- Role of Artificial Intelligence and Big Data in Remittance
- Impact of Digital Identity Verification and KYC
- Cross-Border Transactions and Foreign Exchange Challenges

Module 4: Risk Management and Future of Online Remittance

10 lecture hours

- Fraud Prevention and Cybersecurity in Remittance
- Ethical and Social Implications of Remittance
- Future Trends: CBDCs, Decentralized Finance, and Instant Payments
- Strategies for Enhancing Financial Inclusion through Online Remittance

Text Books :

1. Ratha, D., & Plaza, S. (2019). **Remittance Markets and Opportunities**. World Bank Publications.
2. Gupta, S. (2021). **The Digital Remittance Industry: Challenges and Opportunities**. Wiley.

Reference Books :

1. Orozco, M. (2020). **Remittances and Financial Inclusion**. Springer.
2. Suri, T. (2021). **Mobile Money and the Global Economy**. Harvard Business Press.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Name of Program	Bachelor of Business Administration				
Elective Course	Compliance Solutions	L	T	P	C
Owning School/Department	School of Management	3	0	0	3
Pre-requisites/Exposure	Basics of Fintech and financial regulations				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand key compliance concepts in FinTech.

CO2: Analyze financial regulations in digital finance.

CO3: Apply RegTech tools for compliance automation.

CO4: Manage compliance risks and digital fraud

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3
CO1	3	2	3	1	2	2	1
CO2	3	3	3	2	2	2	1
CO3	2	2	3	2	3	3	1
CO4	2	2	3	2	2	2	1

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to Compliance in Fintech

6 lecture hours

Compliance: Meaning, Need and Scope. Evolution of Compliance in Financial Services, Compliance vs Governance vs Ethics, Overview of Fintech compliance landscape, Regulatory Authorities, Fintech innovation frameworks

Module II: Regulatory Frameworks & Industry Standards

6 lecture hours

Overview of Key Indian Financial Regulations (KYC, AML, FEMA, PMLA), International Regulations: GDPR, FATF, PSD2, Basel Norms, Open Banking and Data Privacy Compliance, Payment System Regulation (NPCI, UPI compliance), Cross-border compliance challenges in FinTech

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Module III: RegTech Tools & Digital Compliance Platforms **6 lecture hours**

Introduction to RegTech: Definition and Ecosystem, Key RegTech Solutions: KYC/AML Automation, Risk Analytics, API-based Reporting, GRC (Governance, Risk, Compliance) Platforms: Overview and Use Cases, Role of AI, ML, and Blockchain in Compliance Automation

Module IV: Risk, Fraud, and Audit in Digital Finance **6 lecture hours**

Understanding Risk-Based Compliance Approaches, Fraud Types in FinTech: Cyber Fraud, Identity Theft, Insider Trading, Digital Audit Trails and e-Disclosures, Designing Internal Controls and Monitoring Systems,

Module V: Future Trends & Ethical Considerations in Compliance **6 lecture hours**

Smart Contracts and Automated Legal Enforcement, Robo-Advisors and Compliance Oversight, Ethical AI and Responsible Compliance Systems, DeFi (Decentralized Finance) and Regulatory Dilemma, Predictive Compliance and Emerging Global Trends

Text Books :

None

Reference Books :

1. Rick Hoek, *“Scaling FinTech with Compliance: Turning Regulation into a Competitive Advantage*
2. Barberis J., Arner D., Buckely R., *“The REGTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries in Regulation”*
3. Raftery G., Lawrence A., and Durran R.E., *“Regulation of Fintech in Asia Pacific”*

Assessment Scheme:

Components	Internal Assessment	Midterm Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Name of Program	Bachelor of Business Administration				
Fintech	Open Banking	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	Basic understanding of banking				

Course Outcomes (COs)

CO1: Understand the concept and ecosystem of open banking in India

CO2: Examine the role of Account Aggregators and RBI's DEPA framework

CO3: Analyse legal, ethical, and data privacy implications

CO4: Evaluate innovations and case studies in fintech collaboration

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3		2			3		
CO2	2	3			3	3		
CO3	3	3	2		2	3	2	
CO4		2	3	3		2		3

Course Contents

Module I: Introduction to Open Banking

5 lecture hours

- What is Open Banking?
- Drivers and benefits in Indian financial system

Module II: Ecosystem and Account Aggregators

10 lecture hours

- Stakeholders: banks, NBFCs, fintechs
- DEPA framework and NBFC-AA role
- Consent architecture

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Module III: Regulation, Privacy & Security**10 lecture hours**

- RBI and legal framework
- DPDP Act, 2023 and GDPR comparison
- Customer consent, data rights

Module IV: Innovation and Fintech Use Cases**5 lecture hours**

- Personal finance tools, lending innovations
- Case Studies CAMS FinServ, Finvu etc... case studies
- Challenges and adoption roadmap

Text Books

1. Ghosh, Subrata, "Open Banking and Digital Transformation," Sage Publishing
2. NITI Aayog Reports on DEPA and Data Governance

Reference Books

1. RBI and IFSC publications on Account Aggregators
2. Industry reports (BCG, PwC, NPCI)

Assessment Scheme:

Components	Internal Assessment	Midterm Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

General Elective Courses

Rajesh Chakrabarti

Name of Program	Bachelor of Business Administration				
	Cryptocurrencies and Payments	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	Financial Management				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understanding of the concept of decentralized currency

CO2: Understanding of the Cryptocurrencies, Bitcoin, etc.

CO3: Understanding of Rules and Structure of Bitcoin.

CO4: Understanding Cryptocurrency as an asset class.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3	2	2	1	3	2	1
CO2	3	3	2	2	1	3	2	1
CO3	3	3	2	2	1	3	2	1
CO4	3	2	2	2	1	3	2	1

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to Cryptocurrency

6 lecture hours

Decentralized currency, Cryptocurrencies and Digital Crypto Wallets, Types of Cryptocurrencies, Bitcoin, Cryptocurrency and Bitcoin as a cash-alternative method, Methodology behind transacting with Bitcoin, Regulations for Crypto and tokens.

Module II: Rules and Structure of Bitcoin

6 lecture hours

Bitcoin keys, security measures, and various types of services that allow you to trade and transact with bitcoins. Challenges using cryptology and blockchain technology, Distributed Consensus Protocol, Digital signatures, Proof of Work, Components of a cryptosystem, and protection offered by cryptography.

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Module III: Cryptocurrency as an asset class**6 lecture hours**

Cryptocurrency in individual investment portfolios, Long-term holding (HODL) and ICOs, Risks and returns on Bitcoin, Beta and Alpha of Bitcoins, Portfolio with Bitcoin, Alternative cryptocurrencies.

Module IV: Blockchain Ecosystem**6 lecture hours**

Uses of Blockchain in different industries, Blockchain in business, gaming, and investing. The Future of Bitcoin. Global Payment Ecosystem, Payment Stacks in India, Concept of P2P Lending, Crowdfunding

Module IV: Decentralized finance (DeFi)**6 lecture hours**

Introduction of decentralized finance (DeFi), Protocols and services.

Text Books:

1. The Basics of Bitcoins and Blockchains By Antony Lewis, Mango Media Inc.

Reference Books:

1. Crypto the Disruptor: The Rise of Money from Barter to Bitcoin By Mukesh Jindal, Penguin Business
2. Class PPT
3. Cases and additional learning materials as and when made available in class

Assessment Scheme:

Components	Internal Assessment	Midterm Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Name of Program	Bachelor of Business Administration				
	Introduction to Psychology	L	T	P	C
Owning School/Department	School of Management	2	0	0	0
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: To introduce students to the fundamental concepts and theories of psychology and demonstrate their relevance to the business context

CO2: To understand cognition, emotion, and behaviour in the workplace

CO3: To foster ethical considerations and inclusion in workplace decisions

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1		2		2		3		
CO2		2			2			
CO3	2			3		2	3	1

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1: Introduction to Psychology

6 lecture Hours

Basics of Psychology: Nature, scope, and the evolving role of Psychology, Role of Psychology in Business organizations, Classical experiments in psychology, measurement and psychology as a science

Module II: Cognitive Aspects of Behaviour

6 lecture Hours

Attention: theories and factors; Perception: Figure and Ground, Gestalt Laws; Applying Perceptual Laws to Marketing Principles; Memory and Forgetting; Critical Thinking and Problem-Solving

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Module III: Understanding Personality**6 lecture Hours**

Theories: Psychodynamic, Psychosocial, Big 5; The Dark Triad: Working with Individuals with Dark Personality Traits; Personality Assessment; Personality and Decision Making

Module IV: Intelligence, Aptitude and Interest**6 lecture Hours**

Types and Assessment of Intelligence, Aptitude, and Interest; Giftedness and Mental Retardation: Creating an Inclusive Environment; Mapping interest and aptitude: Choosing the Right Career Path

Module V: Emotions and Stress Management**6 lecture Hours**

Positive and Negative Emotions, Basic Emotions, Self-conscious Emotions; Emotional Intelligence and Leadership; Emotional Regulation; Impact of Emotions on Decision-making, Consumer Preferences, Intention to Invest, and Performance; Mindfulness and Stress Management

Text Books:

1. Psychology- Robert A Baron
2. Tests, Measurements, and Research Methods in Behavioral Sciences- AK Singh
3. Introduction to Psychology (7th edition) by Morgan and King
4. Social Psychology (12th edition) by Baron and Byrne

Reference Books:

1. Blonna, Richard; Coping with Stress in a Changing World: Second edition
2. Pestonjee, D.M.; Stress and Coping: The Indian Experience
3. Bates, A. P. and Julian, J.: Sociology - Understanding Social Behaviour

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Name of Program	Bachelor of Business Administration				
	Blockchain Technology	L	T	P	C
Owning School/Department	School of Management	2	0	0	0
Pre-requisites/Exposure	Financial Management				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understanding of the concept of decentralized currency.

CO2: Understanding of the Blockchain, Cryptocurrencies, Bitcoin, etc.

CO3: Understanding of Blockchain Ecosystem.

CO4: Understanding Blockchain Revolution in Financial Services.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3	2	2	1	3	2	1
CO2	3	3	2	2	1	3	2	1
CO3	3	3	2	2	1	3	2	1
CO4	3	2	2	2	1	3	2	1

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to Blockchain

6 lecture hours

Blockchain, Blockchain a Distributed, P2P Network, Blockchain Vs Cryptocurrency, Types of Blockchain, Different Blockchain Technologies, Benefits of using Blockchain Technology.

Module II: Blockchain Ecosystem

6 lecture hours

Merkle Tree and Hashing, Blocks, Wallets, and Addresses, Public and Private Key, Cryptography and Cryptographic Algorithms, Transaction Execution and Distribution, Components of Blockchain Ecosystem, Elements of trust in blockchain. Blockchain Architecture.

Module III: Blockchain Platforms

6 lecture hours

Hyperledger, Blockchain Platforms, Security Engineering, Blockchain, Grid+, Microsoft Augur.

Module IV: Blockchain Mining

6 lecture hours

Blockchain Mining, Types of mining, Miners, Security and Privacy, Smart Contracts, Consensus, Consensus Algorithms.

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Module IV: Regulatory Environment**6 lecture hours**

Banktech, Insurtech, Regtech.

Module IV: Blockchain Revolution in Financial Services Specialization 6 lecture hours

Blockchain applications and use-cases within the financial services industry. Blockchain use cases in other Industries.

Textbooks:

1. Blockchain Technology By Chandramouli Subramanian, Asha A George, Abhilash K A, Meena Karthikeyan, Universities Press (India) Pvt. Ltd.

Reference Books:

1. Blockchain Technology By Kumar Saurabh, Ashutosh Saxena, Wiley
2. Class PPT
3. Cases and additional learning materials as and when made available in class

Assessment Scheme:

Components	Internal Assessment	Midterm Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Program Name	Bachelor of Business Administration				
	Introduction to Philosophy	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	Awareness of Philosophical Concepts				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand the basic and fundamental concepts of philosophy.

CO2: Understand the nature of reality and metaphysical issues like Substance, Universal, Mind & Body

CO3: Identify source of knowledge, theories of truth and ethics.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO 2	POS 3
CO1	3	2	-	-	-	3	-	-
CO2	3	-	3	-	-	3	1	1
CO3	3	-	-	3	3	3	1	1

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Unit I: Introduction to Philosophy:

10 lecture hours

- Definitions (India & the West)
- Nature (India & the West)
- Function of Philosophy
- Philosophy in relation to other modes of thinking like Science & Religion.

Unit II: Metaphysics

10 lecture hours

- Metaphysics
- Monism, Pluralism, Realism & Idealism
- Metaphysical issues: Substance, Universal, Mind & Body.

Unit III: Problem of knowledge

05 lectures hours

- What is knowledge?
- Sources of knowledge: Empiricism, Rationalism
- Theories of Truth: Correspondence, coherence and pragmatic theory

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Unit IV: Problems of Ethics**05 lectures hours**

- Ethics: Meaning and Nature
- Theories of Goodness: The good and the evil
- Theories of conduct: Egoism & Altruism.

Text Books :

1. Sinha, Jadunath. Indian Philosophy Volume 2. India: Motilal Banarsidass, 2016.
2. Holmes, Edmond. Philosophy Without Metaphysics. United Kingdom: Taylor & Francis, 2015.
3. Blackburn, Simon. Ethics: A Very Short Introduction. United Kingdom: OUP Oxford, 2003.

Reference Book :

1. Radhakrishnan, Sarvepalli., Moore, Charles A.. A Source Book in Indian Philosophy. United States: Princeton University Press, 2014.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Program Name	Bachelor of Business Administration				
	Wealth Management	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	Financial Management				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand fundamental concepts and principles of wealth management.

CO2: Analyze different asset classes and investment strategies.

CO3: Evaluate financial planning techniques for wealth accumulation and preservation.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3		2		1	3		1
CO2	2	3		3	1	1	3	1
CO3	2	3	2	3	1	2	3	1

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Foundations of Wealth Management

8 Lecture hours

- Concepts, Importance, and Process of Wealth Management
- Investment Planning and Asset Allocation

Module II: Risk, Tax, and Retirement Planning

8 Lecture hours

- Understanding Financial Risks and Insurance Planning
- Tax-efficient Investment Strategies
- Retirement Planning and Pension Schemes

Module III: Estate and Succession Planning

7 Lecture hours

- Wills, Trusts, and Inheritance Laws
- Business Succession and Wealth Transfer Strategies

Module IV: Emerging Trends and Technology in Wealth Management

7 Lecture hours

- Role of FinTech and Robo-Advisors
- Behavioral Finance and Ethical Considerations

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Text Books:

1. Verma, A., Tandon, D., Baag, P., Saxena, N. (2019). Wealth Management- Text & Cases (1st ed.), New Delhi: Staredu Solutions.
2. Jeffrey H Rattiner,(2006), Getting Started as a Financial Planner, Viva Books Pvt. Ltd
3. Madhu Sinha, 2008. Financial Planning a Ready Reckoner

Reference Books:

1. Sanjiv Mehta (2007) , Winning the Wealth Game by, McGraw Hill.
2. Wealth Management by Dun & Bradstreet, McGraw Hill Publishing Company Ltd, 2009
3. Personal Finance by Kapoor, Dlabay & Hughes, McGraw Hill, 2008
4. NCFM Certification module

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Name of Program	Business of Business Administration				
	Project Management	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: To develop an understanding of project management as an essential element of organizational strategy.

CO2: To gain proficiency with the methodologies and practices required for project planning, execution, monitoring, and control.

CO3: To understand project scheduling techniques and network construction for effective time management.

CO4: To develop skills in project cost management and risk assessment for informed decision-making.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3		2		2	3		2
CO2		3				3	2	
CO3	2	3		3		2	2	3
CO4			3	2	3		3	2

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to Project Management

6 lecture hours

- Modern project management
- Strategic nature of projects,
- Role of project manager,
- Socio-economic trends affecting the field of project management.

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Module II: Project Planning and Resource Allocation**8 lecture hours**

- Project definition, Charter, Scope, and Communication plan,
- Project selection – Net Present Value (NPV) methods and Internal Rate of Return (IRR) methods,
- Work Breakdown Structures (WBS),
- Resource leveling and allocation techniques for efficient project execution.

Module III: Project Network Scheduling**10 lecture hours**

- Phases of Project Management
- Project network construction,
- Project scheduling techniques – Critical Path Method (CPM) and Program Evaluation and Review Technique (PERT).

Module IV: Project Cost and Risk Management**6 lecture hours**

- Project cost management.
- Earned Value Analysis.
- Risk Management: Risk register, Heat maps.

Text Books:

1. Gray, C., Larson, E., Desai, G., *Project Management: The Managerial Process* (6th ed.), McGraw-Hill, New Delhi, 2014.
2. Ross, Westerfield, and Jordan – *Fundamentals of Corporate Finance* (9th Edition).
3. Prasanna Chandra - *Financial Management* (8th Edition).

Reference Books:

1. Project Management Institute's PMBOK (5th Edition).
2. Hiller, F. S., and Lieberman, G. J., *Introduction to Operations Research - Concepts and Cases* (9th ed.), McGraw-Hill, 2016.
3. Panneerselvam, R., and Senthilkumar, P., *Project Management* (2nd ed.), PHI Learning (P) Ltd., 2013.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Name of Program	Bachelor of Business Administration				
	Business Storytelling	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Recall the significance of storytelling in the management context for impactful communication.

CO2: Demonstrate understanding of the elements of storytelling including character development, plot structure, and emotional resonance for crafting persuasive pitches, presentations, impactful brand narratives, etc.

CO3: Adapt storytelling approaches to engage and influence diverse stakeholders, including employees, executives, clients, and investors by tailoring narratives for diverse audiences.

CO4: Create narratives for personal growth and to deal with evolving managerial challenges and opportunities.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2					1		
CO2	3	1		2	1	2		1
CO3	3	1	3	2	1	2		1
CO4	1			2				

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I Understanding the power of storytelling.

5 lecture hours

- Psychological aspects of storytelling
- The socio-cultural appeal of narratives

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Module II: Scope of Storytelling in Business**10 lecture hours**

- Storytelling for leadership: how effective leaders use stories to convey vision, values, and motivate teams, fostering a culture of collaboration and innovation.
- Storytelling in advertising: creating a narrative that captures the audience's attention, engages their emotions, and leaves a lasting impression.
- Brand Narratives: creating persuasive narratives that resonate with customers, build strong brand identity and drive brand loyalty.

Module III: Crafting a Compelling Narrative**10lecturehours**

Tools/techniques/frameworks for impactful business storytelling such as The Hero's Journey, The Five P's Approach, The ABT Framework (And, But, Therefore), The SCR Framework, Golden Circle etc.

Module IV: Stories of/for Personal Success/Failure**5 lecture hours**

- Management lessons from Business Literature
- Success/failure lessons from biographies/autobiographies/non-fiction

Textbooks:

N/A

Reference Books:

1. Unleash the Power of Storytelling: Win Hearts, Change Minds, Get Results by Rob Biesenbach, publisher Eastlawn Media ISBN-10 : 0991081420, ISBN-13 : 978-0991081424
2. Denning, Stephen. "Telling Tales" Harvard Business Review, May 2004.
3. Grenny, Joseph. "Great Storytelling Connects Employees to Their Work." Harvard Business Review, September 25, 2017.
4. Eber, Karen. "Why Storytelling is More Trustworthy than Presenting Data" TEDx Purdue U, You Tube, 14 April 2020.
5. What's Your Story? The Essential Business Storytelling Handbook by Adri Bruckner, Anjana Menon, Marybeth Sandell, Publisher Penguin, ISBN-10: 0670094870, ISBN-13: 978-0670094875



6. The Pursuit of Happiness by Chris Gardner, publisher Amistad, ISBN-10: 0060744863 ISBN-13: 978-0060744861
7. Shoe Dog: A Memoir by the Creator of Nike by Phil Knight, Publisher SCRIBNER, ISBN 978-1-5011-3591-0
8. Parker, Kelly. "Business Storytelling Made Easy." TEDxBalchStreet, You Tube, 6 April 2022.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Vocational Courses (VC)

Rajesh Chakrabarti

Program Name	Bachelor of Business Administration				
	Photography and Video editing	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Describe different types of cameras and lenses

CO2: Demonstrate the working of a still and video camera

CO3: Use the DSLR camera to take photographs under different light conditions

CO4: Compose frames and shoot video essays

CO5: Edit and improve photographs and videos using post production techniques

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO 2	POS 3
CO1	3						2	
CO2		3				1		
CO3				1				2
CO4	3						2	
CO5	3		3				1	

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Unit I: Introduction to Photography

10 lecture hours

History, development, and evolution of photography

Light. Its properties and visible spectrum

Working of a pinhole camera, SLR and DSLR

Sensor sizes and their impact on image, crop factor

Camera lenses, their types, utility, and impact on the image

Elements of a photograph

Art of photocomposition

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Unit II: Working with a DSLR Camera**10 lecture hours**

Exposure Triangle: impact of Aperture, shutter speed and ISO
 Metering modes
 Manual and automatic focusing techniques
 White balance
 Other important functions of DSLR camera
 Lighting and Storytelling: Importance of lighting in still and video

Natural and artificial light, three-point lighting, high key, and low-key lighting
 Assignment-Photo Essay

Unit III: Introduction to Video Camera**05 lectures hours**

Functioning of a video camera, similarities, and differences with a DSLR
 Audio and video interfaces in a video camera
 Types of microphones and its uses in video camera
 Basic shots and camera movements
 Visual Aesthetics: Composition, perspective, angles, sizes, and depth
 Shooting techniques: Aperture, white balance, and focus
 Assignment-Video Essay

Unit IV: Editing and Post Production**05 lectures hours**

Photo editing: new AI tools and techniques
 Video editing: Workflow, tools, and techniques
 Three-point editing
 Adding effects, transition, text and keyframing
 Color grading and audio mixing
 Exporting video for various formats
 Assignment-Photovoice

Text Books :

1. Handouts provided by instructor

Reference Books :

1. Harrington, Richard. Creating DSLR Video: From Snapshots to Great Shots. United Kingdom: Pearson Education, 2012.
2. Peck, Dave D.. Video Editing with Adobe Premiere 6.5. United States: Thomson, Delmar Learning, 2003.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Name of Program	Bachelor of Business Administration				
	Introduction to Python Programming	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	Quantitative Methods				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Be equipped with fundamentals of Python programming.

CO2: Explore Python's applications in data analysis in business scenario

CO3: Foster a problem-solving mindset through hands-on coding exercises.

CO4: Understand and write basic Python scripts

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2	3				3		
CO2	2	3				3		
CO3	3	3				3		
CO4	3	3				3		

1=weakly related 2= moderately related 3=strongly related

Eligibility to get Certificate: 80% attendance + 20 % participation + 80% Exam Score

Schedule

Week 1: Python Basics

8 lecture hour

Introduction to Python: Overview of Python and its applications, Setting up Python (Installing Python and IDEs like VS Code, PyCharm, or Jupyter Notebook), Running Python scripts and interactive mode, Writing and executing a simple Python program

Basic Syntax and Variables : Python syntax and indentation, Variables and data types (int, float, str, bool), Type conversion, Taking user input and printing output
Operators and Expressions: Arithmetic, relational, logical, bitwise, assignment, and membership operators, Order of precedence, Writing simple mathematical programs

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Control Flow : Conditional statements (if, elif, else), Loops (for, while), Using break and continue, Simple programs using loops and conditions,

Week 2: Data Structures and Functions

8 lecture hours

Lists, Tuples, and Sets: Introduction to lists, tuples, and sets, List operations and methods,

Tuple characteristics, Set operations,

Dictionaries and String Manipulation: Creating and using dictionaries, Dictionary methods,

String slicing, formatting, and common string methods

Functions and Modules: Defining and calling functions, Function arguments (positional, keyword, default, variable-length), Return values, Importing and using modules (math, random, etc.)

Exception Handling: Understanding errors and exceptions, Using try, except, finally, Handling multiple exceptions

Week 3: Object-Oriented Programming (OOP) and File Handling

8 lecture hours

Introduction to OOP: Understanding classes and objects, Defining and using classes, Instance and class variables, The `__in it__` method

Methods and Inheritance: Defining instance methods, Class and static methods, Inheritance and method overriding, `Super()` function

File Handling: Reading and writing files, Working with CSV files, Handling file exceptions

Working with Libraries: Introduction to useful libraries (os, datetime, json, etc.), Using pip to install packages

Week 4: Advanced Topics and Final Project

6 lecture hours

Introduction to Data Handling: Working with lists and dictionaries for data processing, Introduction to NumPy and Pandas, Simple data manipulation tasks

Introduction to Web Scraping: Basics of web scraping using BeautifulSoup, Extracting data from a webpage,

Final Project Planning and Implementation: Students choose a project idea, Implementation guidance and debugging, Code review and improvement suggestions,

Final Project Presentation and Wrap-Up

Presenting projects

Text Books :

1. McKinney, Wes. Python for Data Analysis: Data Wrangling with Pandas, NumPy, and IPython. United States: O'Reilly Media, 2017.

Reference Books :

1. S, Gowrishankar., A, Veena. Introduction to Python Programming. United States: CRC Press, 2018.

Rajesh Chakrabarti

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

Rajesh Chakrabarti

Name of Program	Bachelor of Business Administration				
	Fundamentals of GST	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	Basic Accounting and taxation principles				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Develop an understanding of the basic concepts, structure, and implementation of GST in India.

CO2: Identify and apply the provisions related to the supply of goods and services, registration, invoicing, and exemptions under GST.

CO3: Evaluate the eligibility, conditions, and procedures under the composition levy and compute GST liability.

CO4: Apply the rules related to Input Tax Credit (ITC)

CO5: Demonstrate knowledge of GST compliance including return filing,

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	2	3	2	2	3	2	1
CO2	3	3	3	2	2	3	2	1
CO3	2	3	3	2	2	3	2	1
CO4	3	3	2	2	2	3	2	1
CO5	2	2	3	2	3	3	2	1

1 = weakly related, 2 = moderately related, 3 = strongly related

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Course Contents:

Module I: Introduction to GST

6 lecture hours

GST- Introduction, meaning, features and basic elements, Important terms and definition regarding GST, Background and implementation of GST in India. Structure and Classification of GST.

Module II: Supply of goods and Services

6 lecture hours

Supply of goods and services-Meaning, scope and types. Tax Liability on composite and mixed supply, Levy and Collection of Tax, Registration under GST. Determination of Time and place of supply of goods and services, Determination of value of Taxable supply, Preparation of Tax Invoice and rules and proforma. List of exempted goods and services

Module III: Composition Levy

6 lecture hours

Composition Levy- eligibility, provisions, rules rates and practical problems, Condition and restriction for composition Rate of tax of the composition levy and the rules regarding Return, Practical, Problems, relating to composition levy. Practical Problems relating to composition levy Rules

Module IV: Input tax credit and classification

6 lecture hours

Provisions and procedure for Input tax Credit, Provisions regarding job-work. Classification of taxable goods and Services at the basis of tax rates and Practical Problems

Module V: GST Returns and compliance

6 lecture hours

Basic features, different returns, Matching, Reversal and Reclaim of input tax credit. Different assessments under GST, liable for penalty under GST. Provisions regulating - e-way bill, e-commerce, and audit in GST, mechanisms of TDS under GST

Suggested Readings:

1. GST & Customs Law, Dr. Vinod K. Singhania, Taxmann Publications
2. Indirect Taxes Law and Practice, V.S. Datey, Taxmann Publications
3. GST Manuals- Taxmann Publication

Assessment Scheme

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Name of Program	Bachelor of Business Administration				
Vocational Course	Introduction to Tally	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	Basic Accounting knowledge				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand the basic concepts of accounting in Tally ERP 9.

CO2: Develop accounting and inventory masters, and apply them to real-time business transactions

CO3: Record various voucher entries, perform advanced accounting tasks, and generate financial reports.

CO4: Apply GST and TDS provisions practically using Tally ERP 9, including return filing and ledger creation.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	1	2	3	2	2	3	2	1
CO2	2	2	3	3	2	3	2	2
CO3	2	2	3	3	2	3	2	2
CO4	1	2	3	3	2	3	2	1

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Fundamentals of Accounting and Tally ERP 9

4 lecture hours

Fundamentals of Accounting, Accounting Principles, Concepts, Golden Rules of Accounting, Difference between Computerized and Manual Accounting system, Creation/ Setting up of Company in Tally ERP 9 and Configuration. Application of Tally

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Module II: Basic Tally Features and Company Management **4 lecture hours**

Features of Tally – Tally start-up screen- Tally screen components – switching between screen areas – Create a new company – Selection of a company- Alteration of a company – Deletion of a company – Quitting tally.

Module III: Accounts with Inventory **6 lecture hours**

Accounting Master in Tally: Groups & Ledgers Creation, Inventory Master in Tally: Creation of stock groups – displaying and altering stock groups, creating multiple stock categories, Creating compound unit of measure – displaying and altering units of measure – displaying and altering stock godowns. Creating Inventory Masters for different manufacturing units.

Module IV: Voucher entry and Advance Accounting **5 lecture hours**

Vouchers Entries & Advance Accounting in Tally. ERP 9: Types of Vouchers, Invoicing, Bill Wise Details, Cost Centers and Bank Reconciliation Interest Calculations Budgets and Controls.

Module V: Reports in Tally **6 lecture hours**

Reports in TALLY ERP 9, Working with Balance Sheet, Profit & Loss Account, Stock Summary Report. Introduction to Payroll, Employee Groups, Attendance Production types- Pay Heads- Payroll Vouchers Entry/ Transactions – Payroll reports

Module VI: Working of GST in Tally **5 lecture hours**

Basics of GST and TDS, TDS Returns Filing, GST Returns, Returns and Forms, Activating GST for your company, Deactivating VAT, Creating Tax, Expense and Party Ledger, Valuation Rules.

TextBook:

None

Reference Books:

1. Tally Education Pvt. Ltd., Official Guide to Financial Accounting Using Tally. ERP 9 with GST
2. A textbook of Computer Accounting – Michael Fardon
3. Asok K. Nadhani TALLY ERP 9 Training Guide

Assessment Scheme:

Components	Internal Assessment	Midterm Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Name of Program	Bachelor of Business Administration				
Vocational Course	Risk Management and Insurance	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Develop an understanding of risk management concepts and techniques.

CO2: Explore the role of insurance in mitigating risks across different sectors.

CO3: Analyse various types of insurance products and their applications.

CO4: Evaluate the regulatory and legal aspects of the insurance industry.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3			3				
CO2	2	3		3		3		
CO3	2	3		3	2	3		
CO4		3	2			3	1	

1 = weakly related, 2 = moderately related, 3 = strongly related

Course Contents:

Module I: Introduction to Risk Management

5 lecture hours

- Understanding risk and uncertainty
- Types of risks: financial, operational, strategic, and compliance risks
- Risk management process and techniques

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Module II: Principles and Functions of Insurance**10 lecture hours**

- Concept and significance of insurance
- Types of insurance: life, health, property, liability, marine, and reinsurance
- Role of insurance in economic development

Module III: Insurance Products and Underwriting**10 lecture hours**

- Life and non-life insurance products
- Underwriting process and risk assessment
- Claims management and settlement procedures

Module IV: Regulatory and Legal Framework of Insurance**5 lecture hours**

- Overview of insurance laws and regulations
- Role of IRDAI (Insurance Regulatory and Development Authority of India)
- Ethical considerations and challenges in the insurance sector

Text Books:

1. Rejda, George E., "Principles of Risk Management and Insurance," Pearson Education, 2021.
2. Harrington, Scott E. & Niehaus, Gregory R., "Risk Management and Insurance," McGraw Hill, 2019.

Reference Books:

1. Vaughan, Emmett J. & Vaughan, Therese M., "Fundamentals of Risk and Insurance," Wiley, 2018.
2. Gupta, P.K., "Insurance and Risk Management," Himalaya Publishing House, 2020.

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Assessment Scheme:

Components	Internal Assessment	Midterm Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Name of Program	Bachelor of Business Administration				
Vocational Course	Algorithmic Trading	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	Basic Finance/Investment Concepts				

Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understanding of the core concepts of algorithmic trading.

CO2: Identify and apply basic trading strategies and technical indicators for developing trading models.

CO3: Analyze and evaluate the performance of trading strategies

CO4: Demonstrate awareness of regulatory guidelines and emerging trends in algorithmic trading.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3
CO1	3	3	2	2	3	2	1
CO2	3	3	2	2	3	2	1
CO3	3	3	2	2	3	2	1
CO4	3	2	2	2	3	2	1

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Foundations of Algorithmic Trading

6 lecture hours

Algorithmic Trading: Concept, Evolution, Lifecycle, Role in Modern Finance, Types of Algorithmic Trading Strategies. System Architecture. Financial Asset Classes and Trading Venues, Market participants and Microstructure.

Module II: Trading Strategies and Technical Indicators

6 lecture hours

Momentum, Mean reversion, Arbitrage, Technical Analysis and trend determination, Dow Theory, Overview of trading signals and indicators, Technical Indicators (MA, RSI, MACD), Pair trading.

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Module III: Data Handling, Back-testing & Performance Evaluation **6 lecture hours**

Sources and types of trading data (price, volume, fundamentals), order types, Introduction to back-testing, model validation, Performance metrics, Sharpe Ratio, Overfitting and look-ahead bias

Module IV: Risk Management for Trading Portfolios **6 lecture hours**

Quantitative Risk measures, Value-at-Risk (VaR), VaR models concept and calculations, Portfolio VaR, Expected Shortfall, Lowering Portfolio Risk, Portfolio Diversification.

Module V: Regulatory considerations **6 lecture hours**

Indian and global regulatory frameworks, SEBI Recommendations on Algorithmic Trading, Software Testing and Empanelment, Flash crashes, manipulation risks and ethics, Future of Algorithmic trading: AI/ML, HFT, Robo-Advisors

Suggested Readings:

Kevin J. Davey, “*Building Winning Algorithmic Trading Systems*”

Ernest P. Chan, “*Algorithmic Trading: Winning Strategies and Their Rationale*”.

Cartea A., Jaimungal S., and Penalva J., “*Algorithmic and High-Frequency Trading*”

Assessment Scheme:

Components	Internal Assessment	Midterm Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Program Name	Bachelor of Business Administration				
	Introduction to SQL	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able to:

- CO1: To familiarize students with the basic concepts of relational databases and SQL.
CO2: To develop students' proficiency in writing SQL queries to retrieve and manipulate data.
CO3: To enable students to design and create databases to store business-related information.
CO4: To enhance students' understanding of data management and its importance in business decision-making.
CO5: To provide students with hands-on experience in using SQL to solve real-world business problems.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2	3		2		3		
CO2	3		2					
CO3	3	1						2
CO4	2							
CO5	3			2			3	

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module I: Introduction to Databases and SQL

5 lecture hours

Overview of relational databases, Introduction to SQL and its importance in business administration, Understanding database management systems (DBMS), SQL data types, Creating and manipulating tables, Inserting, updating, and deleting data.

Module 2: Querying Data and Techniques

7 lecture hours

Retrieving data from single and multiple tables, Filtering data using WHERE clause, Sorting results with ORDER BY clause.

Joining multiple tables using INNER JOIN, LEFT JOIN, and RIGHT JOIN, Aggregating data using GROUP BY clause, Filtering grouped data with HAVING clause.

Module 3: Data Manipulation Language (DML) and Data Definition Language (DDL)

7 lecture hours

Updating existing data with UPDATE statement, Deleting records using DELETE statement, Transaction management with COMMIT and ROLLBACK, Modifying table structure with

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ALTER TABLE statement, Creating and dropping indexes, Managing constraints (primary key, foreign key, unique, etc.)

Module 4: Data Administration and Security

6 lecture hours

User management and access control, Granting and revoking privileges, Backup and recovery strategies, Aggregating and summarizing data, Using subqueries for complex data analysis, Window functions for analytical queries.

Module 5: Practical Applications and Case Studies

5 lecture hours

Applying SQL to solve business problems, Analyzing real-world datasets. Case studies from various industries.

Text Books :

1. Groff, James R., and Paul N. Weinberg. SQL: The Complete Reference. New York: Osborne/McGraw-Hill, 1999.

Reference Books :

1. Teate, Renee MP. SQL for Data Scientists: A Beginner's Guide for Building Datasets for Analysis. John Wiley & Sons, 2021.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Name of Program	Bachelor of Business Administration				
Course Code	Financial Awareness and Inclusion	L	T	P	C
Owning School/Department	School of Management	2	0	0	2
Pre-requisites/Exposure	None				

Course Outcomes (COs)

On completion of this course, the students will be able :

- **CO1:** Understand the fundamental concepts of financial literacy and financial inclusion.
- **CO2:** Analyse the role of financial institutions and government policies in promoting financial awareness.
- **CO3:** Evaluate digital financial services and their impact on financial inclusion.

CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	1	2				1		1
CO2	1	1					1	
CO3	2	1	2			2	1	

1=weakly related

2= moderately related

3=strongly related

Course Contents:

Module 1: Introduction to Financial Awareness and Inclusion

8 lecture hours

- Definition, Importance, and Scope
- Role of Financial Awareness in Economic Development
- Financial Literacy vs. Financial Inclusion
- Barriers to Financial Inclusion

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Module 2: Financial Institutions and Government Initiatives **8 lecture hours**

- Role of Banks, Microfinance Institutions, and NBFCs
- Government Policies and Programs for Financial Inclusion (PMJDY, MUDRA, etc.)
- Regulatory Framework for Financial Services
- Case Studies on Financial Inclusion Initiatives

Module 3: Digital Financial Services and Financial Inclusion **7 lecture hours**

- Mobile Banking and Digital Wallets
- Fintech and its Role in Financial Inclusion
- UPI and Aadhaar-Linked Payment Systems
- Cybersecurity and Financial Fraud Prevention

Module 4: Challenges and Future Trends in Financial Inclusion **7 lecture hours**

- Financial Inclusion in Rural vs. Urban Areas
- Financial Education for Different Socioeconomic Groups
- Ethical Considerations in Financial Inclusion
- Emerging Trends: Blockchain, AI, and Open Banking

Text Books :

1. Chibba, M. (2020). **Financial Inclusion: Global Practices and Challenges**. Routledge.
2. Agarwal, P. (2019). **Financial Literacy and Inclusion: Indian Perspective**. Sage Publications.

Reference Books :

1. Reddy, Y. V. (2021). **Financial Inclusion: Issues and Challenges**. Oxford University Press.
2. Claessens, S. (2018). **Financial Inclusion and Development**. World Bank Publications.

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Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

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Rajesh Chakrabarti