School of Commerce and Management

Four Years Undergraduate Program

Bachelor of Business Administration (Logistics & Supply Chain Management)

Academic Year 2025 - 2026

TABLE OF CONTENTS

Sl. No.	Topic/Content	Page No.
1	Nature and extent of the program	
2	Program education objective (PEOs)	
3	Graduate attributes	
4	Qualifications descriptors	
5	Program outcomes (POs)	
6	Program Specific Outcomes (PSOs)	
7	Course structure	
8	Semester-wise Course Details ● Semester I ● Semester II ● Semester III ● Semester IV ● Semester V ● Semester VI ● Semester VII ● Semester VIII	
9	Mapping of course outcome, program outcomes and program specific outcomes	
10	Annexure Course Plan	

1. NATURE AND EXTENT OF THE PROGRAM:

The Bachelor of Business Administration (Logistics & Supply Chain Management) is a four-year undergraduate degree program designed to develop competent professionals equipped with managerial, analytical, technological, and strategic skills required in the fields of logistics, transportation, warehousing, procurement, inventory management, supply chain analytics, international trade, and operations management. It aims to prepare students for careers in manufacturing, retail, e-commerce, healthcare logistics, transportation, shipping, aviation logistics, third-party logistics (3PL), supply chain consulting, and global trade operations.

The program follows a multidisciplinary and skill-oriented approach aligned with the principles of the National Education Policy (NEP) 2020 and the Four-Year Undergraduate Program (FYUGP) framework.

Mode of Course Delivery: Offline

Future Career Prospects:

Students pursuing the BBA (Logistics & Supply Chain Management) program can explore a wide range of career opportunities in the fields of logistics, supply chain operations, transportation, procurement, warehousing, inventory management, e-commerce, retail, and international trade. As a graduate of BBA (Logistics & Supply Chain Management) or BBA (Hons./Hons. with Research), students may choose to pursue higher education, professional certifications, entrepreneurship, or employment opportunities based on their interests, skills, and career aspirations. The program prepares students for diverse roles across manufacturing, healthcare, retail, shipping, aviation, consulting, and global supply chain industries. Some of the common career paths available for graduates of the BBA (Logistics & Supply Chain Management) program are as follows:

- Supply Chain Analyst
- Supply Chain Coordinator
- Procurement Executive
- Purchase Officer
- Warehouse Supervisor
- Inventory Controller
- Warehouse Operations Executive
- Export-Import Executive
- Customs Documentation Executive
- International Logistics Coordinator

2. PROGRAM EDUCATION OBJECTIVES (PEOs):

After completing Bachelor of Business Administration (Logistics & Supply Chain Management)

PEO No.	Education Objective
PEO1	Graduates should be able to think critically, analyze complex business problems, and apply appropriate problem-solving techniques to develop effective solutions.
PEO2	Graduates should have an entrepreneurial mindset, including the ability to identify opportunities, take calculated risks, and demonstrate creativity and innovation in the business context.
PEO3	Graduates should be able to work collaboratively in teams, contribute effectively to group projects, and demonstrate leadership qualities to inspire and motivate team members.
PEO4	Graduates should demonstrate an understanding of global business dynamics, cultural diversity, and the ability to work in multicultural environments.
PEO5	Graduates should be able to adapt to changing business environments, embrace lifelong learning, and continuously update their knowledge and skills to stay current in their field.

3. GRADUATE ATTRIBUTES

Sr. No.	Attributes	Description
1	Professional /Disciplinary Knowledge	Students shall Demonstrate knowledge of management theories, principles, practices & skills in the emerging business environment.
2	Technical / Practical Skills	Knowledge of logistics operations, transportation systems, procurement, inventory control, warehousing, and distribution management.
3	Communication Skill	Students shall be able to engage effectively and develop interpersonal relationships through their ability to listen, read, write, interact, influence & negotiate in complex business situations.
4	Cooperation/Team work	Students shall be able to acquire social and emotional skills to work effectively with diverse groups in multicultural business environment.

5	Professional ethics	Students shall demonstrate ethical behavior and professional integrity in their conduct to strive for truth, fairness, humility and honesty in professional life.
6	Research / Innovation-related Skills	Students shall exhibit research acumen and research aptitude to provide innovative solutions in the different areas of management for the benefit of industry, academia and society at large.
7	Critical thinking and problem solving	Students shall apply critical thinking skills to design problem solving strategies across management areas and implement innovative business solutions.
8	Reflective thinking	Students shall demonstrate ability to identify with other or understand stakeholder's perspectives, innovate or perform tasks in a better manner for the well-being of the society
9	Information/digital literacy	Students shall demonstrate ability to access, evaluate and use ICT in a variety of work situations and access relevant information sources for analysis of data.
10	Multi-cultural competence	Students shall demonstrate competence in cross cultural environment, work in diverse groups in areas like healthcare , supply chain, operations, finance etc and emerge as responsible global citizens.
11	Leadership readiness/qualities	Students shall demonstrate leadership skills and work effectively with diverse teams through collaborative learning to deal with VUCA world.
12	Lifelong Learning	Student shall acquire knowledge and skills, including 'learning how to learn', that are necessary for participating in learning activities throughout life, through self-paced and self-directed learning aimed at personal development, meeting economic, social and cultural objectives, and adapting to changing trades and demands of work place through knowledge/skill.

4. QUALIFICATION DESCRIPTORS:

The students who complete three years of full-time study of an undergraduate programme of study will be awarded a Bachelor's Degree. Some of the expected learning outcomes that a student should be able to demonstrate on completion of a degree-level programme may include the following:

- Student should able to demonstrate
  - A fundamental/systematic or coherent understanding of an academic field of study, its different learning areas and applications, and its linkages with related disciplinary areas/subjects;
  - Procedural knowledge that creates different types of professionals related to the disciplinary/subject area of study, including research and development, teaching and government and public service;
  - Skills in areas related to one's specialization and current developments in the academic field of study
- Use knowledge, understanding and skills required for identifying problems and issues, collection of relevant quantitative and/or qualitative data drawing on a wide range of sources, and their application, analysis and evaluation using methodologies as appropriate to the subject(s) for formulating evidence-based solutions and arguments
- Communicate the results of studies undertaken in an academic field accurately in a range of different contexts using the main concepts, constructs and techniques of the subject(s)
- Meet one's own learning needs, drawing on a range of current research and development work and professional materials
- Apply one's disciplinary knowledge and transferable skills to new/unfamiliar contexts, rather than replicate curriculum content knowledge, to identify and analyse problems and issues and solve complex problems with well-defined solutions
- Demonstrate subject-related and transferable skills that are relevant to some of the job trades and employment opportunities.

5. PROGRAM OUTCOME

PO No.	Attribute	Competency
PO1	Professional /Disciplinary Knowledge	Demonstrate knowledge of management theories, principles, practices & skills in the emerging business environment.
PO2	Complex problem solving	Apply knowledge of management theories and practices to solve business problems

PO3	Communication skills	Ability to understand, analyze, and communicate business's global, economic, legal, and ethical aspects.
PO4	Coordination/collaborating with others	Ability to lead themselves and others in achieving organizational goals, contributing effectively to the team environment.
PO5	Professional ethics	Demonstrate ethical behavior and professional integrity in their conduct to strive for truth, fairness, humility and honesty in professional life.
PO6	Research / Innovation-related Skills	Exhibit research acumen and research aptitude to provide innovative solutions in the different areas of management for the benefit of industry, academia and society at large.
PO7	Critical thinking	Foster analytical and critical abilities in data-based decision-making.
PO8	Reflective thinking	Ability to identify with other or understand stakeholder's perspectives, innovate or perform tasks in a better manner for the well-being of the business and society

6. PROGRAM SPECIFIC OUTCOME

PSO No.	Competency
PSO1	Manage logistics and supply chain functions including procurement, transportation, warehousing, inventory control, and distribution operations.
PSO2	Apply analytical and technological tools such as ERP systems, supply chain analytics, and digital platforms for operational efficiency.
PSO3	Evaluate and optimize supply chain processes to improve cost efficiency, service quality, and customer satisfaction.
PSO4	Understand global logistics practices, international trade procedures, and sustainable supply chain strategies.
PSO5	Develop professional competencies required for careers in logistics companies, manufacturing firms, retail organizations, e-commerce enterprises, and consulting sectors.

7. PROGRAM STRUCTURE

SEMESTER – I

Course Code	Course Title	Teaching Hours/Week			Credits	Marks Distribution	
		L	T	P		Min	Total
6360101	Fundamentals of Logistics	3	1	-	4	40	100
6360102	Materials Management	3	1	-	4	40	100
6360103	Warehousing & Distribution Centre Operations	3	1	-	4	40	100
	Multidisciplinary Course	3	-	-	3	40	100
	Ability Enhancement Course	2	-	-	2	40	100
6360104	Soft Skills for Managers	-	-	6	3	40	100
	Value Added Course	2	-	-	2	40	100
Total		**16**	**3**	**6**	**22**		

Note – L: Lecture Hour/week, T: Tutorial Hour/week, P: Practical Hour/week, C: Credits, IAE: Internal Assessment Examination, ESE: End Semester Examination.

SEMESTER – II

Course	Course Title	Teaching Hours/Week			Credits	Marks Distribution	
		L	T	P		Minimum	Total
6360201	Freight Forwarding (Ocean & Air Cargo)	3	1	-	4	40	100
6360202	Forecasting and Inventory Management	3	1	-	4	40	100
6360203	Surface Transportation	3	1	-	4	40	100
6360204	Multidisciplinary Course	3	-	-	3	40	100
	Ability Enhancement Course	2	-	-	2	40	100
6360205	Digital Fluency	-	-	6	3	40	100

	Value Added Course	2	-	-	2	40	100
Total		**16**	**3**	**6**	**22**		

Note – L: Lecture Hour/week, T: Tutorial Hour/week, P: Practical Hour/week, C: Credits, IAE: Internal Assessment Examination, ESE: End Semester Examination.

SEMESTER – III

Course	**Course Title**	**Teaching Hours/Week**			**Credits**	**Marks Distribution**	
		L	**T**	**P**		**Min**	**Total**
6360301	MIS for Logistics	3	1	-	4	40	100
6360302	Retail Logistics and E- Commerce	3	1	-	4	40	100
6360303	Liner Logistics	3	1	-	4	40	100
6360304	Multidisciplinary Course	3	-	-	3	40	100
6360305	Ability Enhancement Course	2	-	-	2	40	100
6360306	Foundation of Spreadsheet	-	-	6	3	40	100
6360307	Internship-I	-	-	4	2	40	100
Total		**14**	**3**	**10**	**22**		

Note – L: Lecture Hour/week, T: Tutorial Hour/week, P: Practical Hour/week, C: Credits, IAE: Internal Assessment Examination, ESE: End Semester Examination.

SEMESTER – IV

Course	**Course Title**	**Teaching Hours/Week**			**Credits**	**Marks Distribution**	
		L	**T**	**P**		**Min**	**Total**
6360401	Port Terminal Logistics	3	1	-	4	40	100
	Specialization module - Course I	3	1	-	4	40	100
	Specialization module - Course II	3	1	-	4	40	100
6360402	Cost & Management Accounting	3	1	-	4	40	100
	Ability Enhancement Course	2	-	-	2	40	100

	Value Added Course	2	-	-	2	40	100
Total		**16**	**4**	**0**	**20**		-

Note – L: Lecture Hour/week, T: Tutorial Hour/week, P: Practical Hour/week, C: Credits, IAE: Internal Assessment Examination, ESE: End Semester Examination.

Semester V

Course	**Course Title**	**Teaching Hours/Week**			**Credits**	**Marks Distribution**	
		L	**T**	**P**		**Min**	**Total**
Choose any one:							
6360501	Logistics 4.0	2	-	-	2	40	100
6360502	Export and Import Documentation	2	-	-	2	40	100
6360503	Inland Waterways & Coastal Shipping	2	-	-	2	40	100
6360504	Apprenticeship - I	-	-	44	22	40	100
Total		**2**	**-**	**44**	**24**		-

Note – L: Lecture Hour/week, T: Tutorial Hour/week, P: Practical Hour/week, C: Credits, IAE: Internal Assessment Examination, ESE: End Semester Examination.

Semester VI

Course	Course Title	Teaching Hours/Week			Credits	Marks Distribution	
		L	T	P		Min	Total
	Choose any one:						
6360601	Courier, Express and Parcel Services	2	-	-	2	40	100
6360603	Multimodal Transportation	2	-	-	2	40	100
6360604	Apprenticeship - II	-	-	44	22		
Total		**2**	**-**	**44**	**24**	-	`

Note – L: Lecture Hour/week, T: Tutorial Hour/week, P: Practical Hour/week, C: Credits, IAE: Internal Assessment Examination, ESE: End Semester Examination.

Semester VII

For Students opting for Bachelor of Business Administration (Hons.)

Course	Course Title	Teaching Hours/Week			Credits	Marks Distribution	
		L	T	P		Min	Total
06280701	Application of Business Research Methods	3	1	-	4	40	100
06280702	Negotiation Skills	3	1	-	4	40	100
	Choose Any Two					40	100
06280703	Training and Development	3	1	-	4	40	100
06280704	Service Marketing	3	1	-	4	40	100
06280705	Income Tax	3	1	-	4	40	100
6270704	Behavioural Finance	3	1	-	4	40	100
Total		**15**	**5**	**0**	**20**	-	-

SEMESTER – VIII

For Students opting for Bachelor of Business Administration (Honours)

Course	Course Title	Teaching Hours/Week			Credits	Marks Distribution	
		L	T	P		Min	Total
06280801	Change Management	3	1	-	4	40	100
06280802	Big Data and Decisions	3	1	-	4	40	100
	Choose Any Two					40	100
6280805	Strategic HRM	3	1	-	4	40	100
6280806	Digital and Social Media Marketing	3	1	-	4	40	100

6280807	Security Analysis and Portfolio Management	3	1	-	4	40	100
6270801	Business Ethics and Corporate Governance	3	1	-	4	40	100
Total		**15**	**5**	**0**	**20**		-

SEMESTER – VIII

For Students opting for Bachelor of Business Administration (Honours with Research)

Course	**Course Title**	**Teaching Hours/Week**			**Credits**	**Marks Distribution**	
		L	**T**	**P**		**Min**	**Total**
06280803	Fundamentals of Econometrics	3	1	-	4	40	100
	Minor	3	1	-	4	40	100
06280804	Dissertation	-	-	24	12	40	100
Total		**6**	**2**	**24**	**20**		-

SEMESTER – I

Course Code	**Course Title**
06360101	Fundamentals of Logistics
06360102	Materials Management
06360103	Warehousing & Distribution Centre Operations
06360104	Soft Skills for Managers

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA (L&SCM)
Course Code	06360101
Course Title	Fundamentals of Logistics
Academic Year	2025-26
Semester	1
Number of Credits	4

Course Prerequisite	Students should have a basic understanding of Logistics. To develop competencies and knowledge of students to become logistics professionals
Course Synopsis	Students will be able to understand and apply the Basic knowledge of Logistics and SCM in the real-life situation It will help Students to understand Fundamentals of Global Logistics, EXIM, Warehousing, Inventory Management. Logistics Unit • This subject will enable them to enhance their ability and professional skills in Logistics

Course Outcomes:

At the end of the course students will be able to:

CO1	Explain the various aspects of Logistics Management
CO2	Apply the basic concept of Logistics & Supply Chain Management.
CO3	Analyze the concept of Global Logistics
CO4	Explain the various aspects of EXIM, Warehousing and Inventory Management
CO5	Analyze the basic concepts of Logistics Management

Mapping of Course Outcomes (COs) to Program Outcomes (POs)& Program Specific Outcomes:

COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**		
CO1										
CO2										
CO3										
CO4										
CO5										
Average										

Course Content:

L (Hours/Week)	**T (Hours/ Week)**	**P (Hours/Week)**	**Total Hour/Week**
3	**1**	**0**	**4**

Unit	**Content**	**Competencies**

1	Introduction to Logistics: History of Logistics Need for logistics- Cost and Productivity, cost saving & Productivity improvement. Logistics Cost, reduction in logistics cost, benefits of efficient Logistics, Principles of Logistics, Technology & Logistics -Informatics, Logistics optimization. Listing of Sub-sectors of Logistics	Develop an understanding of logistics management concepts and apply principles of logistics to improve cost efficiency, productivity, and operational effectiveness using modern technologies.
2	Logistics and Customer Service - Definition of Customer Service Elements of Customer Service-Phases in Customer Service-Customer Retention - Procurement and Outsourcing - Definition of Procurement/Outsourcing - Benefits of Logistics Outsourcing - Critical Issues in Logistics Outsourcing	• Explain the importance of customer service as a key component of logistics performance and competitive advantage. • Identify and explain the major elements and phases of customer service. • Understanding about procurement and outsourcing in logistics management.
3	Global Logistics - Global Supply Chain - Organizing for Global Logistics-Strategic Issues in Global Logistics - Forces driving Globalization - Modes of Transportation in Global Logistics Barriers to Global Logistics - Markets and Competition - Financial Issues in Logistics Performance - Integrated Logistics - Need for Integration - Activity Centers in Integrated Logistics. Role of 3PL&4PL.	• Evaluate and develop the ability to understand and manage global logistics and integrated logistics systems by analyzing globalization forces, transportation modes, financial performance, and the strategic role of third-party and fourth-party logistics providers.
4	Warehouse: Warehouse-Meaning, Types of Warehouses Benefits of Warehousing. b) Transportation- Meaning; Types of Transportations, efficient transportation system and Benefits of efficient transportation systems. c) Courier/Express - Courier/Express-Meaning, Categorization of Shipments, Courier Guidelines, Pricing in Courier - Express Sector for international and domestic shipping.	• Students will be able to Compare and apply the key operational components of logistics including warehousing, transportation, courier/express services, and e-commerce logistics to ensure efficient storage, movement, and delivery of goods in modern supply chains.

	d) E-Commerce - Meaning, Brief on Fulfillment Centers, Reverse logistics in e-commerce sector, Marketing in e-commerce and future trends in e-commerce.	
5	EXIM: Brief on EXIM/FF & CC, Multi-modal transportation, brief on customs clearance, bulk load handling and brief on trans-shipment. b) Supply chain. c) Cold chain. d) Liquid Logistics. e) Rail Logistics.	• Students will be able to Analyze and manage specialized logistics sectors including EXIM operations, supply chain management, cold chain logistics, liquid logistics, and rail logistics to support efficient domestic and international trade operations.

Note: The course plan included as an annexure has the details of each unit with the number of hours and mode of delivery and pedagogical approach.

Teaching - Learning Strategies and Contact Hours

Teaching - Learning Strategies	**Contact Hours**
Lecture	45
Tutorial	15
Seminar/Journal Club	2
Small group discussion (SGD)	2
Self-directed learning (SDL) / Tutorial	2
Problem Based Learning (PBL)	10
Case/Project Based Learning (CBL)	2
Revision	2
Others If any:	
Total Number of Contact Hours	60

Assessment Methods:

Formative	**Summative**

Assignment	End Semester Examination
Case Based Presentation	
Project	
Business News Analysis	
Mid Semester Examination	

Mapping of Assessment with COs

Nature of Assessment	CO1	CO2	CO3	CO4	CO5
Assignment	✓				
Project		✓	✓		
Case Based Presentation				✓	✓
Business News Analysis		✓	✓		
Mid Semester Examination	✓	✓			
End Semester Examination	✓	✓	✓	✓	✓
Student's Feedback					
(List of reference books)					

1. Fundamentals of Logistics Management (The Irwin/McGraw-Hill Series in Marketing), Douglas Lambert, James R
2. Stock, Lisa M. Ellram, McGraw-Hill/Irwin, First Edition, 1998.
3. Vinod V. Sople (2009) Logistic Management (2nd Edn.) Pearson Limited.
4. Logistics Management for International Business: Text and Cases, Sudalaimuthu & Anthony Raj, PHI Learning, First Edition, 2009.
5. Fundamentals of Logistics Management, David Grant, Douglas M. Lambert, James R.Stock, Lisa M. Ellram, McGraw Hill Higher Education, 1997.
6. Logistics Management, Ismail Reji, Excel Book, First Edition, 2008.

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA – 1 Sem
Course Code	06360102
Course Title	Material Management
Academic Year	2025-26
Semester	1
Number of Credits	4
Course Prerequisite	Basic knowledge of business management, supply chain operations, and organizational processes will help students understand the concepts of material management effectively.
Course Synopsis	The course on Material Management provides students with comprehensive knowledge of: • Planning, procurement, storage, handling, movement, and control of materials within an organization. • Efficient management of materials to ensure uninterrupted operations, cost optimization, quality assurance, and effective utilization of organizational resources. • Principles and functions of material management including purchasing, vendor management, inventory control, warehousing, stores management, logistics coordination, and materials planning. • Understanding of modern techniques such as Just-in-Time (JIT), Economic Order Quantity (EOQ), ABC analysis, material requirement planning (MRP), and digital inventory systems. The course emphasizes practical applications of material management in manufacturing, retail, healthcare, pharmaceutical, and logistics sectors through case studies, industry examples, and problem-solving exercises. It also highlights the role of technology, sustainability, and strategic decision-making in improving material flow and operational efficiency within supply chains.

Course Outcomes:

At the end of the course, students will be able to:

CO1	Explain the fundamental concepts of Material Management
CO2	Describe purchasing and procurement processes, including purchasing methods, purchase cycle, negotiation, and vendor relations.
CO3	Apply inventory management techniques such as EOQ, forecasting, and MRP for effective material planning.
CO4	Explain quality control and cost reduction techniques including SQC, value analysis, standardization, and codification.
CO5	Describe stores management and materials handling systems for efficient storage, documentation and safety

Mapping of Course Outcomes (COs) to Program Outcomes (POs)& Program Specific Outcomes:

COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**		
CO1										
CO2										
CO3										
CO4										
CO5										
Average										

Course Content:

L (Hours/Week)	**T (Hours/ Week)**	**P (Hours/Week)**	**Total Hour/Week**
4	**0**	**0**	**4**

Unit	**Content**	**Competencies**
1	Introduction: Materials Management - Evolution, Importance, Scope and Objectives- Interface with other functions. -Supply Chain Management -Objectives- Components, Trade off Customer Service & Cost. Supply Chain Analytics.	● Define and understand the concept of Material Management ● Apply fundamentals of Supply Chain Management ● Understand the Tradeoff between Customer Service & Cost.

2	Purchasing: purchasing and procurement activities under Materials management- Purchasing Methods- Purchasing and quality Assurance- Purchase Cycle – governmental purchasing practices and procedures - Negotiation & Bargaining – Vendor relations	• Explain the difference between Purchasing & Procurement • Apply activities under Material Management • Analyse the Purchasing Methods • Demonstrate an understanding of purchasing practices and procedures - Negotiation & Bargaining – Vendor relations.
3	Inventory - Need of Inventory -Types of Inventory - Basic EOQ Model - EOQ with discounts – Different types of Analysis. Forecasting –methods of forecasting- Material Requirement Planning (MRP) - Input and output of MRP system -BOM Explosion -MRP II.	• Explain the need and Type of Inventory • Apply the Inventory Models. • Analyze the different types of Inventory Analysis and Forecasting methods.
4	Quality control of material: Incoming material quality control- statistical quality control(Various control charts)- Inventory control & Cost Reduction techniques. Value Analysis & Value Engineering. Standardization – need and importance. Codification - concept, benefits.	• Develop the ability to ensure quality control of materials and apply inventory control and cost reduction techniques using statistical tools, value analysis, standardization, and codification to enhance operational efficiency and product quality.
5	Stores - Functions- Stores layout - documentation- Materials handling and storage systems, - Principles of Materials Handling system – Safety issues	• Apply quality control and inventory management techniques using statistical tools, value analysis, standardization, and codification to improve material quality, reduce costs, and enhance operational efficiency.

Note: The course plan included as an annexure has the details of each unit with the number of hours and mode of delivery and pedagogical approach.

Teaching - Learning Strategies and Contact Hours

Teaching - Learning Strategies	**Contact Hours**
Lecture	35

Tutorial	10
Seminar/Journal Club	2
Small group discussion (SGD)	2
Self-directed learning (SDL) / Tutorial	2
Problem Based Learning (PBL)	5
Case/Project Based Learning (CBL)	2
Revision	2
Others If any:	
Total Number of Contact Hours	60

Assessment Methods:

Formative	Summative
Assignment	End Semester Examination
Case Based Presentation	
Project	
Business News Analysis	
Class Test (Oral / Written)	
Innovative and creative contribution	

Mapping of Assessment with COs

Nature of Assessment	CO1	CO2	CO3	CO4	CO5
Assignment	✓	✓			
Project			✓	✓	
Case Based Presentation	✓				✓
Business News Analysis	✓				✓

End Semester Examination	✓	✓	✓	✓	✓
Student's Feedback					
(List of reference books)					
• Materials management: procedures, text and cases - A.K. Datta • Materials management: An integrated approach - P. Gopalakrishnan • Introduction to Materials management - J.R. Tony Arnold & Stephen N. Chapman • Purchasing and Materials Management - K S Menon • Handbook of Materials Management – Gopalakrishnan					

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA (L&SCM)
Course Code	06360103
Course Title	Warehouse and Distribution Centre Operation
Academic Year	2025-26
Semester	1
Number of Credits	4
Course Prerequisite	• To develop competencies and knowledge of students to become Warehouse professionals.
Course Synopsis	To apply the Basic knowledge of Warehousing and distribution Centre operations in the real-life situation • To help Students to understand Warehousing and distribution Centre operations • To orient students about contemporary practices followed in Warehousing & Logistics Unit • To enhance their ability and professional skills • To Understand the contemporary Practices in the Industry
Course Outcomes:	

At the end of the course, students will be able to:	
CO1	Explain the concept, types, functions, and layout of warehouses and their role in logistics operations.
CO2	Describe the receiving process in warehouses, including ASN, GRN, inspection, documentation, and put-away of goods.
CO3	Demonstrate knowledge of warehouse dispatch procedures, packaging methods, labeling, and cross-docking techniques.
CO4	Explain the concept of distribution and distribution channels and their role in product delivery to customers
CO5	Apply warehouse safety practices, including identification of hazardous cargo, use of PPE, and implementation of health and safety procedures.

Mapping of Course Outcomes (COs) to Program Outcomes (POs)& Program Specific Outcomes:

COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**		
CO1										
CO2										
CO3										
CO4										
CO5										
Average										

Course Content:

L (Hours/Week)	**T (Hours/ Week)**	**P (Hours/Week)**	**Total Hour/Week**
4	**0**	**0**	**4**

Unit	**Content**	**Competencies**
1	Introduction to Warehouse (Storage and Packaging) Background - Types of Warehouses - Broad functions in a warehouse - warehouse layouts and layout related to functions. Equipment requirement in warehouse -Strategic Aspects of Warehouse.	• Understand the **concept, types, functions, layout, and equipment requirements of warehouses** and their strategic importance in logistics.
2	Receiving of Goods - Advanced shipment notice (ASN)-Goods Receipt note-(GRN)-	

	Stages involved receipt of goods. Visual inspection of goods unloaded- Formats for recording of goods unloaded from carriers- Procedure for Arranging of goods on dock -Put away of Goods- its activity - Put away list and its need-Put away of goods into storage locations - storage location codes and its application	• Develop the ability to **manage receiving operations in a warehouse**, including ASN, GRN, inspection, documentation, and proper **put-away and storage of goods**. .
3	Procedure to prepare warehouse dispatches- Preparing Packaging List/Dispatch Note- Packaging-its importance of packing- Packing Materials-reading Labels-quality parameters in packing significance-Cross Docking Method-and its application- Automation: Pick / Put to Light - A Frame - Automated Order Selection – Pick-N- Go - Outbound Sorters - Automatic Truck Loading.	• Understand the **warehouse dispatch process**, packaging methods, labeling, cross docking, and the role of **automation in warehouse operations**.
4	Distribution- Definition – Need for physical distribution –-concept – system perspective - functions of distribution – marketing forces affecting distribution. Channels of distribution: role of marketing channels – channel functions – channel structure – designing distribution channel – choice of distribution channels	• Understand the **concept and functions of distribution**, including distribution channels and their role in delivering products to customers.
5	Warehouse Safety Rules and Procedures: Hazardous cargo – Procedure for Identification of Hazardous Cargo - safety data sheet- Familiarization with the industry. Health, Safety & Environment - 5S Concept on shop floor. Personal protective Equipment's (PPE) and their uses.	• Apply **warehouse safety procedures**, identify hazardous cargo, and follow **health, safety, environmental practices, and PPE usage** in warehouse operations.

Note: The course plan included as an annexure has the details of each unit with the number of hours and mode of delivery and pedagogical approach.

Teaching - Learning Strategies and Contact Hours

Teaching - Learning Strategies	**Contact Hours**

Lecture	35
Tutorial	10
Seminar/Journal Club	2
Small group discussion (SGD)	2
Self-directed learning (SDL) / Tutorial	2
Problem Based Learning (PBL)	5
Case/Project Based Learning (CBL)	2
Revision	2
Others If any:	
Total Number of Contact Hours	60

Assessment Methods:

Formative	Summative
Assignment	End Semester Examination
Case Based Presentation	
Project	
Business News Analysis	
Class Test (Oral / Written)	
Innovative and creative contribution	

Mapping of Assessment with COs

Nature of Assessment	CO1	CO2	CO3	CO4	CO5
Assignment	✓	✓			
Project			✓	✓	
Case Based Presentation	✓				✓

Business News Analysis	✓				✓
End Semester Examination	✓	✓	✓	✓	✓

Student's Feedback

(List of reference books)

- Definitive Guide to Warehousing, The: Managing the Storage and Handling of Materials and Products in the Supply Chain (Council of Supply Chain Management Professionals) 1st Edition
- Warehouse Management: A Complete Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse- III Edition-Gwynne Richards

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA- L&SCM
Course Code	6360104
Course Title	Soft Skills for Managers
Academic Year	2025-26
Semester	I
Number of Credits	2
Course Prerequisite	Basic proficiency in English language skills (reading, writing, and speaking).
Course Synopsis	This course aims to equip students with essential soft skills necessary for effective management. It covers verbal and non-verbal communication, CV writing, group discussion and personal interview techniques, interpersonal skills, goal setting, time management, and corporate etiquette. Through interactive sessions, mock exercises, and practical applications, students will enhance their managerial capabilities and prepare for professional success.

Course Outcomes:

At the end of the course students will be able to:

CO1	Communicate effectively in both verbal and non-verbal forms.
CO2	Create professional CVs, participate in group discussions, and perform well in personal interviews.
CO3	Develop interpersonal skills and set realistic career goals.
CO4	Manage their time efficiently and handle multiple tasks.
CO5	Demonstrate appropriate corporate etiquette in various professional settings.

Mapping of Course Outcomes (COs) to Program Outcomes (POs)& Program Specific Outcomes:

COs	**PO-1**	**PO-2**	**PO-3**	**PO-4**	**PO-5**	**PO-6**	**PO-7**	**PO-8**		
CO1										
CO2										
CO3										
CO4										
CO5										
Average										

Course Content:

L (Hours/Week)	**T (Hours/Week)**	**P (Hours/Week)**	**Total Hour/Week**
1	**1**	**0**	**2**

Unit	**Content**	**Competencies**
1	**Verbal and Non-Verbal Communication Skills:** ● Introduction & listening to customers, team members, and managers. ● Listening to electronic media; communication with customers, team members, and managers. ● Referencing for verbal communication.	● Mastering the art of listening and effective communication. ● Developing and delivering impactful presentations.

	• Presentation Skills – Stages involved in an effective presentation, selection of topic, content, aids, engaging the audience, Time Management, Feedback, Mock Presentations.	
2	**CV, GD, and PI:** • SOP, career objective, educational qualification, projects and assignments, skill set, achievements and interests. • Introduction to GD, foundation skills in GD, Mock GD. • Introduction to PI, foundation skills in PI & Mock PI.	• Crafting professional CVs and SOPs. • Participating confidently in group discussions and personal interviews.
3	**Interpersonal Skills & Goal Setting Skills:** • Definition; understanding, analysis and response to the needs, requirements and capabilities of people at different levels. • Relevance of SWOT on goal setting; setting career goal; action plan and measures to achieve career goal; corporate role models; three to five years career roadmap; competitive work environment and realization of goals. • Anticipating challenges and utilizing opportunities.	• Developing strong interpersonal skills. • Setting and achieving realistic career goals.
4	**Time Management Skills:** • Planning, Scheduling, Prioritizing & multitasking. • Introduction & Importance of Time management Skills & Benefits of effective time management. • Techniques for setting realistic and achievable goals. • Creating a personal action plan, Methods for creating a daily, weekly, or monthly schedule. • Tips for managing multiple tasks simultaneously without sacrificing quality. • Introducing various time management tools such as calendars, planners, task management software, etc.	• Planning and prioritizing tasks effectively. • Utilizing time management tools to enhance productivity.
5	**Corporate Etiquette**: • Customer interaction etiquette; office etiquette. • Meeting etiquette & telephone etiquette. • Presentation etiquette.	• Demonstrating professional behavior in various corporate settings. • Applying proper etiquette in customer interactions, meetings, and presentations.

Note: The course plan included as an annexure has the details of each unit with the number of hours and mode of delivery and pedagogical approach.

Teaching - Learning Strategies and Contact Hours

Teaching - Learning Strategies	**Contact Hours**
Lecture	10
Seminar/Journal Club	5
Small group discussion (SGD)	5
Self-directed learning (SDL) / Tutorial	3
Problem Based Learning (PBL)	3
Case/Project Based Learning (CBL)	3
Revision	
Others If any:	1
Total Number of Contact Hours	30

Assessment Methods:

Criteria	**Component**
Practical / Lab / Clinical Proficiency	Laboratory/Workshop Performance
	Tool and Equipment Handling
	Experiment/Task Execution
	Clinical Procedure Execution
	Patient Interaction and Care
	Internal Jury
	Any other*
Quiz / Lab Test/ Internal Jury	Knowledge and Understanding
	Critical Thinking and Problem-Solving
	Depth of Understanding
	Presentation Skills
	Response to the queries
	Any other*
Documentation & Reporting	Lab Reports/Practical Journals
	Case Studies / Clinical Case Record
	Data Analysis and Interpretation
	Presentation of Findings
	Any other*

Discipline Specific Practical / Lab Activities	Specific practical/lab/clinical activities related to the program** For Example: Internal Jury, Pedagogy Club, Outdoor Catering, Moot Court etc.

Mapping of Assessment with COs

Nature of Assessment	**CO1**	**CO2**	**CO3**	**CO4**	**CO5**
Practical / Lab	✓				
Project		✓	✓		
Quiz / Lab Test/ Internal Jury				✓	✓
Documentation & Reporting		✓	✓		
Discipline Specific Practical / Lab Activities	✓	✓			
End Semester Examination	✓	✓	✓	✓	✓
Student's Feedback					
(List of reference books)					

 Bradberry, T., & Greaves, J. (1st ed.). *Emotional Intelligence 2.0*. Talent Smart. ISBN: 978-0974320625.

 Patterson, K., Grenny, J., McMillan, R., & Switzler, A. (2nd ed.). *Crucial Conversations: Tools for Talking When Stakes Are High*. McGraw-Hill Education. ISBN: 978-0071771320.

 Strunk, W. Jr., & White, E. B. (4th ed.). *The Elements of Style*. Pearson. ISBN: 978-0205309023.

SEMESTER – II

Course Code	**Course Title**
06360201	Freight Forwarders
06360202	Forecasting & Inventory Management
06360203	Surface Transport
06360205	Digital Fluency

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA (L&SCM)-
Course Code	06360201
Course Title	Freight Forwarder
Academic Year	2025-26
Semester	2
Number of Credits	4
Course Prerequisite	Basic understanding of logistics, supply chain management, and international trade concepts. Students should have fundamental knowledge of transportation systems, documentation, and business communication to better understand freight forwarding operations and procedures.
Course Synopsis	This subject aims to develop students' knowledge and competencies to become skilled freight forwarding professionals. It enables them to apply the fundamental concepts of freight forwarding, including ocean and air cargo operations, in real-life situations. The course also focuses on building students' competence in freight documentation procedures and helps them gain a clear understanding of freight forwarding processes and practices. Through this learning, students will be able to demonstrate their documentation skills in professional environments. Overall, the subject enhances their practical knowledge, professional abilities, and industry-relevant skills in the logistics and freight forwarding sector.

Course Outcomes:

At the end of the course students will be able to:

To develop competencies and knowledge of students to become freight forwarding professionals

• Students will be able to apply the Basic knowledge of freight forwarding including ocean and air cargo in the real-life situation

• To develop competencies on documentation procedures • To help Students to understand freight forwarding. • Students will be able to demonstrate their skill on documentation in their profession. • This subject will enable them to enhance their ability and professional skill

CO1	**Explain the** fundamentals of freight forwarding **and its role in international logistics.**
CO2	**Describe** ocean and air cargo operations **in freight forwarding.**
CO3	**Demonstrate knowledge of** freight documentation and regulatory procedures**.**
CO4	**Apply** freight forwarding practices **in real-world logistics scenarios.**
CO5	**Develop** professional skills required for freight forwarding and logistics operations**.**

Mapping of Course Outcomes (COs) to Program Outcomes (POs)& Program Specific Outcomes:

COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	PO6	PO7	PO8	
CO1									
CO2									
CO3									
CO4									
CO5									
Average									

Course Content:

L (Hours/Week)	**T (Hours/ Week)**	**P (Hours/Week)**	**Total Hour/Week**
3	**1**	**0**	**4**

Unit	**Content**	**Competencies**

1	Introduction to EXIM, Freight forwarding and custom clearance – types of custom clearances – Importance of custom clearance – certificate of origin, ICEGATE and insurance – custom Act – Regulations pertaining to custom clearance – different modes of freight forwarding — process of freight forwarding.	• Develop an understanding of EXIM operations, freight forwarding processes, customs clearance procedures, and related regulations in international trade.
2	Operation Procedures of Freight Forwarding - The procedures for Pre-Operating Checks and Operational checks to be performed for every shipment / consignment	• Demonstrate the ability to perform pre-operational and operational checks required for efficient freight forwarding operations.
3	Operation Procedures of Freight Forwarding - The procedures for Pre-Operating Checks and Operational checks to be performed for every shipment / consignment List of basic handling of errors and the Operational errors that occur in common - Procedure for checking of shipping bill, Airway bill based on invoice and packing list received from department for Freight Forwarding. Regulations (EXIM/IATA/Countries)/COM based on permutations and combinations of weight vs volume.	• Apply knowledge to verify freight documents, handle operational errors, and comply with EXIM/IATA regulations in shipment processing.
4	Cargo handling, INCO terms and terminologies used in Cargoes - Different Types of Cargoes for transportation. Full Export and Import value of the cargo – Importer and exporter Code (IEC), The registered PAN based Business Identification number received from the Directorate General of Foreign Trade - Different type of Cargo, their quantity and value - Packaging requirement for the cargo during shipment from the shipper - Inspection procedure for the cargo while unloading - DO's and DON'T's while handling different cargo	• Understand cargo handling procedures, INCOTERMS, cargo types, packaging requirements, and regulatory identification systems such as IEC.

5	Documentation of Freight Forwarding process as per customer timelines and requirements - Carting, unloading, Stacking, Loading; and Stuffing - Procedure for dealing with loss or damage to goods - Different P.G.A and their roles. Technical knowledge on Containers; Pallets; Palletization; Fumigation- Letters of Credit and payment Terms. Etc. computer and its application in internal systems of documentation.	• Develop competency in freight forwarding documentation, cargo handling operations, containerization, and trade finance processes such as Letters of Credit.

Note: The course plan included as an annexure has the details of each unit with the number of hours and mode of delivery and pedagogical approach.

Teaching - Learning Strategies and Contact Hours

Teaching - Learning Strategies	**Contact Hours**
Lecture	45
Tutorial	15
Seminar/Journal Club	2
Small group discussion (SGD)	2
Self-directed learning (SDL) / Tutorial	2
Problem-Based Learning (PBL)	10
Case/Project Based Learning (CBL)	2
Revision	2
Others If any:	
Total Number of Contact Hours	60

Assessment Methods:

Formative	**Summative**
Assignment	End Semester Examination
Case Based Presentation	
Project	
Business News Analysis	

Mid Semester Examination	

Mapping of Assessment with COs

Nature of Assessment	**CO1**	**CO2**	**CO3**	**CO4**	**CO5**
Assignment	✓	✓			✓
Case Based Presentation		✓	✓	✓	
Project			✓	✓	✓
Business News Analysis	✓			✓	
Mid Semester Examination					
End Semester Examination	✓	✓	✓	✓	✓
Student's Feedback					
(List of reference books)					

- J P Saxena, Warehouse Management and Inventory Control- Vikas Publication House Pvt Ltd, First Edition, 2003.
- Warehouse Management: Automation and Organisation of Warehouse and Order Picking Systems [With CDROM],
- Michael Ten Hompel, Thorsten Schmidt, Springer Verlag, First Edition, 2006.
- Management Guide to Efficient Money Saving Warehousing, Stephen Frey, Gower, 1982.
- Swapna Pillai, Export Import Procedures & Documentation, Sahitya Bhawan Publication, 2020

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA (L&SCM)
Course Code	06360203

Course Title	Forecasting and Inventory Management
Academic Year	2025-26
Semester	2
Number of Credits	4
Course Prerequisite	Basic understanding of logistics, supply chain management, and business operations. Students should have fundamental knowledge of inventory concepts, basic statistics, and quantitative methods to understand forecasting and inventory planning techniques effectively.
Course Synopsis	This course provides a comprehensive understanding of demand forecasting and inventory management in modern supply chain operations. It introduces the concepts, need, and types of forecasting with a focus on demand forecasting techniques and their role in effective demand planning and supply chain dynamics. The course also covers Sales and Operations Planning (S&OP), collaborative planning, forecasting, and replenishment processes that help organizations align demand and supply. Further, the course explores the principles and practices of inventory management, including types and purpose of inventory, multi-echelon inventory systems, and the role of technology in inventory control. It also discusses codification, classification systems, and economic ordering models used to manage materials efficiently. The course emphasizes the relationship between production policies, inventory levels, and customer service while introducing methods for determining optimal inventory levels and safety stock under uncertain conditions. Overall, the course equips students with the analytical and managerial skills required for effective inventory planning and control in supply chain management.

Course Outcomes:

At the end of the course students will be able to:

To develop competencies and knowledge of students to become Forecasting and inventory management professionals

• Students will be able to apply the Basic knowledge of forecasting and inventory management in the real life situation

• To orient students in the field of Forecasting and inventory management

• To help Students to understand forecasting and inventory management • It will enable them to enhance their ability and professional skills in inventory management

CO1	Explain the concepts and methods of demand forecasting and their role in supply chain planning.
CO2	Describe the Sales and Operations Planning (S&OP) process and collaborative forecasting techniques used in supply chains.
CO3	Analyze inventory management principles, including multi-echelon inventory systems and technology applications.
CO4	Apply inventory classification, codification systems, and EOQ models for effective inventory control
CO5	Evaluate inventory policies, safety stock, and production–inventory relationships to improve customer service and inventory performance

Mapping of Course Outcomes (COs) to Program Outcomes (POs)& Program Specific Outcomes:

COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	PO5	PO6	PO7	PO8
CO1									
CO2									
CO3									
CO4									
CO5									
Average									

Course Content:

L (Hours/Week)	**T (Hours/ Week)**	**P (Hours/Week)**	**Total Hour/Week**

3		1	0	4
Unit	**Content**		**Competencies**	
1	Forecasting: Meaning –Need -Types of forecasts –Demand Forecasting- Types of Demand Forecasting- -Importance - Demand planning v/s Forecasting-Sources of demand-Supply chain dynamics		● Develop the ability to analyze demand forecasting methods and understand supply chain dynamics for effective demand planning.	
2	Sales and Operations Planning- Goals and objectives of S&OP -Collaborative Planning-Types -Collaborative planning, forecasting and replenishment- Cyclic decomposition techniques. Short- term forecasting techniques- Technology Forecasting and Methodologies: Role of Technology Information Forecasting and Assessment Council (TIFAC).		● Understand and apply Sales and Operations Planning (S&OP), collaborative planning, and forecasting techniques for better supply chain coordination.	
3	Inventory: Purpose of Inventory- -Types of Goods -General Management of Inventory-Multi-Echelon Inventory Systems -Use of Computers in Inventory Management-Evaluation of Performance of Materials Function–Latest trends in Inventory Management		● Demonstrate knowledge of inventory management concepts, multi-echelon inventory systems, and the use of technology in inventory control.	
4	Codification –Classification – Methodology– Requirement of codes – Coding Structure and Design –Advantages - International Codification – Right Quantity – Economic Ordering Quantity -Costs associated with Inventories- Models in logistics		● Apply inventory classification, codification systems, and EOQ models to ensure efficient inventory management and cost control	
5	Influence of production policy on inventory levels – inventories and customer service level – steps to improve inventory management – optimum inventory – Inventory management uncertainty (fixed		● Analyze the relationship between production policies, inventory levels, safety stock, and customer service to achieve optimal inventory management.	

	order quantity model) - Calculation of safety stocks	

Note: The course plan included as an annexure has the details of each unit with the number of hours and mode of delivery and pedagogical approach.

Teaching - Learning Strategies and Contact Hours

Teaching - Learning Strategies	**Contact Hours**
Lecture	45
Tutorial	15
Seminar/Journal Club	2
Small group discussion (SGD)	2
Self-directed learning (SDL) / Tutorial	2
Problem-Based Learning (PBL)	10
Case/Project Based Learning (CBL)	2
Revision	2
Others If any:	
Total Number of Contact Hours	60

Assessment Methods:

Formative	**Summative**
Assignment	End Semester Examination
Case Based Presentation	
Project	
Business News Analysis	
Mid Semester Examination	

Mapping of Assessment with COs

Nature of Assessment	**CO1**	**CO2**	**CO3**	**CO4**	**CO5**
Assignment	✓	✓			✓

Case Based Presentation		✓	✓	✓	
Project			✓	✓	✓
Business News Analysis	✓			✓	
Mid Semester Examination					
End Semester Examination	✓	✓	✓	✓	✓
Student's Feedback					
(List of reference books)					

- Sunil Chopra and Peter Meindl, Supply Chain Management Pearson Education Asia, 3rd edition, 2007
- Chaman L Jain, "Fundamentals of Demand Planning & Forecasting", Grace way Publishing Company 3rd edition.
- Operations Research – Concepts, Problems & Solutions- Kapoor V.K.-Sultan Chand & Sons/2017- 978-81-8054-854-3
- (TC-532)
- Vijay Kumar Khurana, 2007, Management of Technology and Innovation, Ane books India, Chennai Further Reading
- Source 5. Simchi-Levi, David, "Designing and Managing Supply Chain", Tata McGraw Hill, 3rd Edition, 2007. 6. David
- E Mulcahy, "Warehouse Distribution and Operations Handbook, McGraw Hill,6thEdition, 1993.

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA (L&SCM)
Course Code	06360203
Course Title	Surface Transport
Academic Year	2025-26

Semester	2
Number of Credits	4
Course Prerequisite	Basic understanding of logistics and supply chain management concepts. Students should have foundational knowledge of transportation systems, business operations, and documentation processes to effectively understand transportation management practices.
Course Synopsis	This course provides a comprehensive understanding of surface transportation management in logistics and supply chain operations**.** It covers the role and importance of transportation, types of carriers, load capacities, and intermodal transport systems. The course also focuses on transportation optimization, documentation procedures, GST and E-way bill compliance, and the use of telematics and GPS-based vehicle tracking systems for efficient transport management. Further, the course discusses organizational structures in transport companies, incident management systems, hazmat regulations, and procedures for handling discrepancies such as loss or damage during transit**.** It also highlights the benefits of efficient transportation systems, pricing mechanisms, safety procedures, government regulations, and emerging trends in the transportation sector. The course additionally emphasizes customer management, vendor coordination, return load planning, and the role of rail logistics and innovative initiatives to promote rail transport in India**.**

Course Outcomes:

At the end of the course students will be able to:

o Understand basics of surface transportation including road and rail transport

• Students will be able to apply the knowledge of surface transportation in the real-life situation

• To develop competencies and knowledge of students to become transportation professionals

• Enhancement of professional skills with regard to the field.

CO1	Explain the role and functions of surface transportation and different transport carriers used in logistics.

CO2	Demonstrate knowledge of transportation documentation, GST compliance, and vehicle tracking systems used in transport management.
CO3	Analyze transport operations, incident management, hazmat regulations, and claims handling during transit.
CO4	Evaluate pricing, government regulations, safety practices, and emerging trends in the transportation sector.
CO5	Apply customer and vendor coordination practices, including return load management and rail logistics operations.

Mapping of Course Outcomes (COs) to Program Outcomes (POs)& Program Specific Outcomes:

COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	PO7	PO8	
CO1									
CO2									
CO3									
CO4									
CO5									
Average									

Course Content:

L (Hours/Week)	**T (Hours/ Week)**	**P (Hours/Week)**	**Total Hour/Week**
3	**1**	**0**	**4**

Unit	**Content**	**Competencies**
1	Introduction to surface transportation -Need - functions of transportations in logistics - Types of transportations metrics -various land transport carriers and their Load capacities - types of temperature-controlled carriers- inter modal transport -verification of carriers and drivers -transit rules	• Understand **the** role of surface transportation in logistics**,** including transport modes, carrier types, load capacities, temperature-controlled transport, and transit regulations.

2	Transportation Optimisation -Documentation for transportation – GST – E Waybill Filing - Importance of consignment number - Transportation Telematics -Vehicle tracking system - GPS systems -Procedure for downloading and reading tracking data from devices -Probable reasons for delay or any issues during transit -Solutions - re-routing	● Develop the ability to manage transportation documentation, GST and E-way bill processes, and apply telematics and GPS systems for vehicle tracking and route optimization.
3	Organization structure in a Transport organization- Incident management systems & Processes - hazmat goods rules - Importance of safety data sheet and labels - Procedure for Consolidation of consignments for optimal loads -Reporting discrepancies such as pilferages, loss or damage of goods in transit -Checking insurance and claims -steps to close deliveries.	● Demonstrate knowledge of transport organization structure, incident management, hazmat handling, consignment consolidation, and claims management for goods in transit.
4	Benefits of efficient transportation systems-emerging trends in transportation sector-pricing in transportation sector-govt regulations on transportation in India. Safety procedures during transit and emergency response steps - List of good practices in driving.	● Analyze the benefits, pricing mechanisms, safety procedures, and government regulations influencing the transportation sector in India**.**
5	Customer Management-Vendor coordination for return truck loads-DG Handling – features and facilities offered by railways – innovative schemes-facilities to popularize rail logistics in India	● Develop skills in customer and vendor coordination, return load management, and understanding rail logistics facilities and initiatives in India.

Note: The course plan included as an annexure has the details of each unit with the number of hours and mode of delivery and pedagogical approach.

Teaching - Learning Strategies and Contact Hours

Teaching - Learning Strategies	**Contact Hours**
Lecture	45
Tutorial	15
Seminar/Journal Club	2

Small group discussion (SGD)	2
Self-directed learning (SDL) / Tutorial	2
Problem-Based Learning (PBL)	10
Case/Project Based Learning (CBL)	2
Revision	2
Others If any:	
Total Number of Contact Hours	60

Assessment Methods:

Formative	**Summative**
Assignment	End Semester Examination
Case Based Presentation	
Project	
Business News Analysis	
Mid Semester Examination	

Mapping of Assessment with COs

Nature of Assessment	**CO1**	**CO2**	**CO3**	**CO4**	**CO5**
Assignment	✓	✓			✓
Case Based Presentation		✓	✓	✓	
Project			✓	✓	✓
Business News Analysis	✓			✓	
Mid Semester Examination					

End Semester Examination	✓	✓	✓	✓	✓
Student's Feedback					
(List of reference books)					

- J P Saxena, Warehouse Management and Inventory Control-Vikas Publication House Pvt Ltd, First Edition, 2003.
- A Practical Guide to Logistics: An Introduction to Transport, Warehousing, Trade and Distribution -Jerry Rudd-Kogan , Page publications
- Management Guide to Efficient Money Saving Warehousing, Stephen Frey, Gower, 1982.
- Kapoor Satish K., and KansalPurva, 'Basics of Distribution Management: A Logistical Approach', Prentice HALL of India

School of Commerce and Management	
Name of the Program	BBA (L&SCM)-
Course Category	Skills Enhancement Compulsory Course
Course Code	06360205
Course Title	Digital Fluency
Academic Year	2025-26
Semester	2
Number of Credits	3
Course Synopsis	The Digital Fluency course is designed to equip students with the knowledge and skills required to navigate the digital business landscape effectively. This course integrates AI-powered applications, cloud collaboration, social media marketing, fintech, and cybersecurity principles to enhance business efficiency, security, and strategic decision-making.

Course Outcomes:	
At the end of the course, students will be able to:	
CO1	Understand the fundamentals of AI-powered tools, cloud collaboration, and cybersecurity and their role in modern digital business environments.
CO2	Apply AI tools in digital communication, personal branding, and content creation for career development and online visibility.
CO3	Analyse social media marketing strategies, YouTube content creation techniques, and SEO best practices to enhance digital engagement.
CO4	Evaluate cybersecurity risks, ethical concerns in AI applications, and digital laws related to online transactions and data privacy.
CO5	Demonstrate proficiency in creating AI-assisted content, managing digital financial transactions, and implementing cybersecurity measures for safe digital interactions.

Mapping of Course Outcomes (COs) to Program Outcomes (POs)& Program Specific Outcomes:

COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	PO7	PO8	
CO1									
CO2									
CO3									
CO4									
CO5									
Average									

Course Content:

L (Hours/Week)	T (Hours/Week)	P (Hours/Week)	CL (Hours/Week)	Total Hour/Week
0	0	4	2	4

Unit	Content	Competency
1	**AI-Powered Business Communication & Cloud Collaboration** • Introduction to Digital Fluency & AI Tools ❖ Importance of digital skills in business and career development. ❖ Overview of AI-powered tools (AI, Generative AI, Big Data, IoT, Cloud Computing, Cybersecurity) for communication and productivity. • Cloud Computing & Collaboration ❖ Using Google Drive for document sharing and workflow management. ❖ Collaborative document editing via Google Form, Sheets, and Doc. • Professional Email Writing & AI Assistance ❖ Business email writing best practices and etiquette. ❖ Using generative AI for professional email drafting. • Practical Sessions: ❖ Real-time collaboration using cloud-based tools. ❖ AI-assisted email writing tasks (job applications, business proposals, client communication). ❖ Group project: Drafting AI-enhanced reports and presentations.q	• Demonstrate the ability to analyze and utilize AI tools and cloud collaboration for professional business communication. • Exhibit proficiency in cloud-based teamwork and professional email writing using AI assistance.
2	**Social Media Marketing & Personal Branding for Career Growth** • LinkedIn Profile Management & Digital Networking ❖ Optimizing LinkedIn Profiles: Crafting an impactful headline, summary, and skills to showcase expertise and career aspirations.	• Apply various digital branding and marketing strategies to enhance online professional presence and engagement. • Develop AI-assisted content creation techniques to optimize

	❖ AI-Generated LinkedIn Content & Engagement: Utilizing AI tools for personalized content creation, networking messages, and engagement strategies. ❖ Personal Branding Strategies: Defining a unique professional identity, building credibility, and increasing online visibility. ❖ Networking on LinkedIn: Effective connection requests, messaging strategies, and engaging in LinkedIn groups & discussions for career advancement. ● Instagram for Personal Branding & Visibility ❖ Creating & Optimizing an Instagram Personal Profile: Setting up a professional yet authentic presence on Instagram. ❖ Content Strategy: Using AI-generated captions, strategic hashtags, and engagement tactics to build a professional network. ❖ Understanding Instagram Reels, Stories & Engagement Tactics: Showcasing expertise through visual storytelling and maintaining consistency in posting. ❖ Building a Personal Brand: Leveraging Instagram to position oneself as a thought leader or influencer in a chosen domain. ● Practical Sessions: ❖ Optimizing a LinkedIn Profile and writing AI-generated LinkedIn posts for personal branding. ❖ Setting up & Managing an Instagram Personal Account with a focus on career growth & audience engagement.	LinkedIn and Instagram visibility.
3	**YouTube Basics & Video Creation for Personal Branding** ● Getting Started with YouTube ❖ Creating a YouTube Channel: Simple steps to set up a personal YouTube channel.	● Demonstrate the ability to develop digital content and apply video marketing strategies for career growth.

	❖ Basic Branding: Choosing a channel name, profile picture, and description to reflect personal interests. ❖ Understanding Content Types: Exploring different types of videos like vlogs, tutorials, interviews, and educational content. ● Making Simple Videos with AI Assistance ❖ Writing Video Scripts: Using basic AI tools to help structure ideas and create engaging scripts. ❖ Easy Video Editing: Introduction to beginner-friendly video editing apps like InVideo, CapCut, and Canva for quick edits. ❖ Thumbnails & Captions: Designing eye-catching thumbnails and adding AI-generated subtitles for better reach. ● Growing & Sharing Your Videos ❖ Basic YouTube Analytics: Understanding views, likes, and comments to see what works best. ❖ Sharing Videos Online: How to promote videos on Instagram, LinkedIn, and WhatsApp for better visibility. ❖ Engaging with Viewers: Simple ways to reply to comments, ask questions, and interact with the audience. ● Practical Sessions: ❖ Creating & Customizing a YouTube Channel with a basic setup. ❖ Writing a Short Video Script with AI assistance. ❖ Recording & Editing a Simple Video using easy-to-use tools. ❖ Uploading & Sharing a Video to practice online visibility.	● Utilize AI-powered video scripting and editing tools to enhance personal branding and content quality.
4	**Digital Banking, FinTech & Online Transactions** ● Introduction to Digital Banking & Online Payments ❖ Basics of UPI, mobile wallets (Google Pay, Paytm, Apple Pay, PhonePe).	● Evaluate and implement secure digital financial transactions and fintech applications in business environments.

	❖ Net banking & financial transactions in e-commerce. • FinTech & AI in Banking ❖ Role of AI in fraud detection, credit scoring, and personalized banking. ❖ Investment & trading platforms (Zerodha, Groww). • Digital Transactions & E-Commerce Payments ❖ Online shopping & secure payment gateways. ❖ Protecting financial data & avoiding online fraud. • Practical Sessions: ❖ Simulated digital banking transactions & UPI payments. ❖ Exploring AI-powered investment & stock trading platforms. ❖ Live demo: Recognizing and preventing phishing attacks in financial transactions.	• Analyze AI's role in fraud detection and personalized banking to enhance financial decision-making.

Teaching Learning Strategies and Contact Hours

Learning Strategies	**Contact Hours**
Tutorial	0
Practical	0
Seminar/Journal Club	5
Small group discussion (SGD)	2
Self-directed learning (SDL) / Tutorial	10
Problem Based Learning (PBL)	30
Case/Project Based Learning (CBL)	2
Revision	1
Others If any:	0

Total Number of Contact Hours	50

Assessment Methods:

Formative	Summative
AI-Assisted Business Communication	End Semester Examination
Social Media Branding & Marketing	
YouTube Content Creation	
SEO & Digital Marketing Strategy	
Fintech & Secure Digital Transactions	
Cybersecurity & Ethical AI Awareness	

Mapping of Assessment with COs

Nature of Assessment	CO1	CO2	CO3	CO4	CO5
Ai-Assisted Business Communication	✓	✓			✓
Social Media Branding & Marketing		✓	✓	✓	
YouTube Content Creation			✓	✓	✓
Seo & Digital Marketing Strategy	✓			✓	
Fintech & Secure Digital Transactions	✓	✓			
Cybersecurity & Ethical AI Awareness			✓		✓
End Semester Examination	✓	✓	✓	✓	✓

Feedback Process	Student's Feedback

Students Feedback is taken through various steps 1. Regular feedback through Mentor Mentee system **2.** Feedback between the semester through google forms

SEMESTER – III

Course Code	Course Title
06360301	MIS for Logistics
06280302	Retail Logistics and Ecommerce
06280303	Liner Logistics
06280306	Foundation of Spreadsheet

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA (L&SCM)
Course Code	06360301
Course Title	MIS For Logistics
Academic Year	2025-26
Semester	3
Number of Credits	4
Course Prerequisite	Basic understanding of business management, information systems, and computer applications. Familiarity with fundamental concepts of information technology, data management, and business processes will help students better understand enterprise systems and IT-enabled management practices.
Course Synopsis	This course provides an overview of Information Technology (IT) and its applications in modern business management and decision-making. It covers IT infrastructure, cloud computing, databases, business intelligence, analytics, communication technologies, and enterprise systems such as ERP, SCM, and CRM. The course also discusses technology evaluation, intellectual property rights, business process management, project management, and software applications used in various business functions. Overall, the course equips students with the

	knowledge and skills required to effectively use IT systems for improving organizational efficiency and business performance.

Course Outcomes:

At the end of the course students will be able to:

To develop competencies and knowledge of students to become MIS for logistics professionals

• Students will be able to apply the Basic knowledge of MIS for Logistics in the real-life situation

• To orient students in the field of Logistics

• To help Students to understand MIS for Logistics

• This subject will enable them to enhance their ability and professional skills in Logistics

CO1	Explain the role of information technology in management, including IT architecture, cloud computing, and virtualization.
CO2	Describe database technologies, business intelligence, data analytics, and networking systems used in organizations.
CO3	.Analyze technology planning, evaluation methods, and intellectual property rights in technology management.
CO4	Demonstrate understanding of enterprise systems such as ERP, SCM, CRM, and CPFR used for business integration.
CO5	Apply knowledge of business process management, IT system development, and ERP functional modules in organizational operations.

Mapping of Course Outcomes (COs) to Program Outcomes (POs)& Program Specific Outcomes:

COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	PO7	PO8	
CO1									
CO2									
CO3									
CO4									
CO5									
Average									

Course Content:			
L (Hours/Week)	**T (Hours/ Week)**	**P (Hours/Week)**	**Total Hour/Week**
3	**1**	**0**	**4**

Unit	**Content**	**Competencies**
1	Introduction- IT and management opportunities and challenges-Strategic planning and models - Information management & IT Architecture – IT Architecture & infrastructure, cloud computing and services, Virtualization and Virtual Machines.	● Understand the role of Information Technology in management, including IT architecture, cloud computing, virtualization, and strategic IT planning.
2	Database Technology- Data warehouse- Data Mart Technologies- Data and Text mining- Business Intelligence & Analytics, Digital and physical document management. Networks, collaboration & sustainability: Business IT networks & components, communication technologies – Sustainability and Ethical issues - Internal control- Business Control and Auditing.	● Develop knowledge of database technologies, business intelligence, data analytics, networking, and ethical issues in IT-enabled business systems.
3	Dissemination of technology information- and strategic planning – Technology choice and evaluation methods – Analysis of alternative technologies – Implementing technology programmes - Intellectual Capital - An introduction to Intellectual Property Right - Patent -Copyrights - Trademarks and other issues	● Analyze technology dissemination, evaluation methods, technology implementation strategies, and intellectual property rights in organizations.
4	Functional Area & Compliance systems: Management levels and functional systems Enterprise Systems and applications: Enterprise systems, Enterprise Resource Planning (ERP), Supply Chain Management (SCM), Collaborative Planning, Forecasting, and Replenishment system (CPFR), Customer Relationship Management (CRM).	● Understand enterprise systems and applications such as ERP, SCM, CRM, and CPFR, and their role in improving organizational performance.

	Performance Management: Data visualization, Mashups, and Mobile intelligence, Fleet Management Information System.	
5	Business Process and Project Management: - Architecture & IT design, System development, Software & Applications for management (Business software tools), Support system. ERP modules -sales and Marketing, Accounting, Finance, Materials and Production management etc.	• Apply knowledge of business process management, IT system development, project management, and ERP functional modules in business operations

Note: The course plan included as an annexure has the details of each unit with the number of hours and mode of delivery and pedagogical approach.

Teaching - Learning Strategies and Contact Hours

Teaching - Learning Strategies	**Contact Hours**
Lecture	45
Tutorial	15
Seminar/Journal Club	2
Small group discussion (SGD)	2
Self-directed learning (SDL) / Tutorial	2
Problem-Based Learning (PBL)	10
Case/Project Based Learning (CBL)	2
Revision	2
Others If any:	
Total Number of Contact Hours	60

Assessment Methods:

Formative	**Summative**
Assignment	End Semester Examination
Case Based Presentation	

Project	
Business News Analysis	
Mid Semester Examination	

Mapping of Assessment with COs

Nature of Assessment	**CO1**	**CO2**	**CO3**	**CO4**	**CO5**
Assignment	✓	✓			✓
Case Based Presentation		✓	✓	✓	
Project			✓	✓	✓
Business News Analysis	✓			✓	
Mid Semester Examination					
End Semester Examination	✓	✓	✓	✓	✓
Student's Feedback					

(List of reference books)

- KENNETH C. L., JANE P. L., & RAJANISH DASS (2001) Management Information System - Managing the Digital Firm.
- Pearson Education: New Delhi.
- RAVI, K., & ANDREW, B. W. Frontiers of Electronic Commerce. Pearson Education: New Delhi.
- KENNETH, C. L., & JANEP, L. (2001) Essentials of MIS. Prentice Hall India: New Delhi.
- SADAGOPAN, S. (2003) Management Information System. Prentice Hall India: New Delhi.
- EFF, O.Z. (2003) Management Information Systems. Vikas Publishing House Pvt. Ltd.: New Delhi.

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA (L&SCM)
Course Code	06360302
Course Title	Retail Logistics & E commerce
Academic Year	2025-26
Semester	3
Number of Credits	4
Course Prerequisite	
Course Synopsis	

Course Outcomes:

At the end of the course students will be able to:

To develop competencies and knowledge of students to become MIS for logistics professionals

• Students will be able to apply the Basic knowledge of MIS for Logistics in the real-life situation

• To orient students in the field of Logistics

• To help Students to understand MIS for Logistics

• This subject will enable them to enhance their ability and professional skills in Logistics

CO1	
CO2	
CO3	
CO4	
CO5	

Mapping of Course Outcomes (COs) to Program Outcomes (POs)& Program Specific Outcomes:

COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	PO7	PO8	

CO1									
CO2									
CO3									
CO4									
CO5									
Average									

Course Content:			
L (Hours/Week)	**T (Hours/ Week)**	**P (Hours/Week)**	**Total Hour/Week**
3	**1**	**0**	**4**

Unit	**Content**	**Competencies**
1		•
2		
3		
4		
5		•

Note: The course plan included as an annexure has the details of each unit with the number of hours and mode of delivery and pedagogical approach.

Teaching - Learning Strategies and Contact Hours

Teaching - Learning Strategies	**Contact Hours**
Lecture	45
Tutorial	15
Seminar/Journal Club	2
Small group discussion (SGD)	2
Self-directed learning (SDL) / Tutorial	2

Problem-Based Learning (PBL)	10
Case/Project Based Learning (CBL)	2
Revision	2
Others If any:	
Total Number of Contact Hours	60

Assessment Methods:

Formative	Summative
Assignment	End Semester Examination
Case Based Presentation	
Project	
Business News Analysis	
Mid Semester Examination	

Mapping of Assessment with COs

Nature of Assessment	CO1	CO2	CO3	CO4	CO5
Assignment	✓	✓			✓
Case Based Presentation		✓	✓	✓	
Project			✓	✓	✓
Business News Analysis	✓			✓	
Mid Semester Examination					
End Semester Examination	✓	✓	✓	✓	✓
Student's Feedback					

(List of reference books)

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	School of Commerce and Management
Name of the Department	Commerce and Management
Name of the Program	BBA (L&SCM)
Course Code	06360303
Course Title	Liner Logistics
Academic Year	2
Semester	3
Number of Credits	4
Course Prerequisite	Basic understanding of logistics, supply chain management, and international trade concepts. Students should also have fundamental knowledge of transportation systems and maritime operations to effectively understand liner logistics and shipping practices.
Course Synopsis	This course is designed to develop students' knowledge and competencies in liner logistics and maritime transport operations. It provides students with a clear understanding of the concepts and practices involved in liner logistics and helps orient them to the broader field of logistics and supply chain management. Through this course, students will learn to apply the basic principles of liner logistics in real-life business and shipping environments. The subject also aims to strengthen students' analytical ability and enhance their professional skills required for careers in logistics and maritime transport, preparing them to function effectively as logistics professionals.

Course Outcomes:

At the end of the course students will be able to:

To develop competencies and knowledge of students to Liner logistics professionals

• Students will be able to apply the Basic knowledge of Liner Logistics in the real-life situation

• To orient students in the field of Logistics

• To help Students to understand Liner logistics • This subject will enable them to enhance their ability and professional skills in Logistics.

CO1	Explain the **concepts of liner and tramp shipping, vessel types, and liner trade routes** in maritime logistics.
CO2	Describe cargo handling operations, port equipment, and ship management practices in liner shipping.
CO3	.Demonstrate knowledge of containerization, intermodal transport systems, and container management in global trade.
CO4	Analyze the role of Bills of Lading and other shipping documents used in liner trade.
CO5	Evaluate international trade procedures, payment methods, INCOTERMS, and legal aspects of liner shipping**.**

Mapping of Course Outcomes (COs) to Program Outcomes (POs)& Program Specific Outcomes:

COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	
CO1									
CO2									
CO3									
CO4									
CO5									
Average									

Course Content:

L (Hours/Week)	**T (Hours/ Week)**	**P (Hours/Week)**	**Total Hour/Week**
3	**1**	**0**	**4**

Unit	**Content**	**Competencies**
1	Definitions of liner trades; tramp trades; containerization- Unitization - containerization, liner operations, port organization – Vessel loading and	● Develop an understanding of liner and tramp shipping, vessel types,

	discharging, liner trade routes, The major ports, liner service options - Liner trade – ship types – Tonnages; basic ship layout, types of container ships, Ro-Ro barge carrying vessels, The refrigerated cargo ship conventional (Break bulk) vessels future vessel developments, economy of scale, shipboard handling equipment.	containerization, and liner trade routes in global maritime logistics**.**
2	Cargoes & cargo equipment – Dangerous goods IMO special goods, cargo handlings other methods of lifting cargo port handling equipment, port terminals; port and terminal management; the role of ships officers - agent. Liner Shipping operations - Management and policy, ship management and operations, independent ship management, insurance, trade of commercial department, accounting, budgeting, freight collection and port disbursements agency duties.	● Demonstrate knowledge of cargo handling operations, dangerous goods regulations, port equipment, and ship management practices in liner shipping.
3	Containerization unitization and inter-modalism - Growth in world trade unitization; container dimensions, types of container other container expressions container inventory, owning, leasing meeting the demand for containers tracking the container fleet, container control, FCLS LCLS & ICDS, legal & insurance implications in the container trade.	● Understand containerization, intermodal transport systems, container types, inventory management, and legal aspects of container trade.
4	The Bill of Lading and other Documentation - The Bill of Lading UK bill of lading Act 1855 and UK carriage of goods by sea Act 1992, The use of Bill of Lading in liner trades, Bill of Lading documentary credits, Bill of Lading clauses The printed clauses – The evidence of the contract, other forms of Bill of Lading other liner documents, Intl conventions relating to Bill of Lading, paperless trading	● Apply knowledge of Bills of Lading and shipping documentation used in liner trade and international maritime transport.

5	The Exchange of goods transfer - Transfer of funds from country to country, methods of payments in International trade who are the merchants, International contracts of sale INCO terms; Legal aspects of the liner trades - The carrier insurance the carrier's liability for the cargo the liabilities of the agent, legal aspects of the Bill of Lading, cargo claims general average (GA), security, ISPS code.	• Analyze international trade transactions, payment methods, INCOTERMS, and legal liabilities related to liner shipping operations**.**

Note: The course plan included as an annexure has the details of each unit with the number of hours and mode of delivery and pedagogical approach.

Teaching - Learning Strategies and Contact Hours

Teaching - Learning Strategies	**Contact Hours**
Lecture	45
Tutorial	15
Seminar/Journal Club	2
Small group discussion (SGD)	2
Self-directed learning (SDL) / Tutorial	2
Problem-Based Learning (PBL)	10
Case/Project Based Learning (CBL)	2
Revision	2
Others If any:	
Total Number of Contact Hours	60

Assessment Methods:

Formative	**Summative**
Assignment	End Semester Examination
Case Based Presentation	
Project	

Business News Analysis	
Mid Semester Examination	

Mapping of Assessment with COs

Nature of Assessment	**CO1**	**CO2**	**CO3**	**CO4**	**CO5**
Assignment	✓	✓			✓
Case Based Presentation		✓	✓	✓	
Project			✓	✓	✓
Business News Analysis	✓			✓	
Mid Semester Examination					
End Semester Examination	✓	✓	✓	✓	✓

Student's Feedback

(List of reference books)

- Ship Operation Management, Fujita, N.H. Publisher, 1974.
- Ship Operation Management, Bertrams Publication, 2010.
- Handbook of Ship Calculations, Construction and Operation, Charles H. Hughes, Wexford College Press, 2008.
- Ocean Shipping - Elements of Practical Steamship Operation, Robert Edwards Annin, Thompson Press, 2010.

School of Commerce and Management	
Name of the Department	Commerce and Management

Name of the Program	BBA – L&SCM
Course Code	6360306
Course Title	Foundation of Spreadsheet
Academic Year	2025-26
Semester	3
Number of Credits	4
Course Prerequisite	Basic understanding of computer operations and familiarity with Microsoft Excel Basic understanding of mathematical calculations, statistics and concept of tables
Course Synopsis	This course provides a comprehensive introduction to spreadsheet fundamentals, focusing on basic functions, data entry, and visualization techniques. Students will learn to navigate spreadsheets, apply essential formulas, manage data, and create basic charts and pivot tables. The course aims to build a solid foundation in spreadsheet skills necessary for effective data management and analysis.

Course Outcomes:

At the end of the course students will be able to:

CO1	Demonstrate the use of basic functions and formulas.
CO2	Demonstrate working knowledge of organizing and displaying large amounts of data.
CO3	Demonstrate formatting techniques and presentation styles.
CO4	Simplify formatting rules for business requirements.
CO5	Analyze data using Pivot Tables and Pivot Charts.

Mapping of Course Outcomes (COs) to Program Outcomes (POs) & Program Specific Outcomes:

COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**		
CO1										
CO2										
CO3										

CO4										
CO5										
Average										-

Course Content:			
L (Hours/Week)	**T (Hours/Week)**	**P (Hours/Week)**	**Total Hour/Week**
0	**2**	**0**	**2**

Unit	**Content**	**Competencies**
1	**Introduction to Spreadsheets:** Overview of spreadsheet software, Basic spreadsheet navigation, Basic cell referencing (relative and absolute)	● Understand the basic interface and functions of spreadsheet software. ● Navigate and perform basic operations in a spreadsheet.
2	**Data Entry and Basic Formulas:** Entering data, Basic arithmetic operations and functions (SUM, AVERAGE, COUNT), Introduction to text functions (LEFT, RIGHT, MID)	● Input and format data accurately. ● Apply basic arithmetic operations and functions.
3	**Basic Functions and Conditional Formatting**: Using basic functions (MIN, MAX, TODAY, NOW), Introduction to Conditional Formatting, Applying conditional formatting rules	● Apply basic functions to perform data calculations. ● Utilize conditional formatting for data visualization.
4	**Data Management**: Sorting and filtering data, Basic data validation, Introduction to tables and structured references	● Organize data using sorting and filtering. ● Apply basic data validation techniques.
5	**Basic Charting and Data Visualization:** Introduction to creating charts (line, bar, pie), Introduction to Pivot Tables, Using Sparklines for trend analysis	● Create and interpret basic charts. ● Construct and use simple pivot tables for data analysis.

Note: The course plan included as an annexure has the details of each unit with the number of hours and mode of delivery and pedagogical approach.

Teaching - Learning Strategies and Contact Hours

Teaching - Learning Strategies	**Contact Hours**

Lecture	10
Seminar/Journal Club	4
Small group discussion (SGD)	4
Self-directed learning (SDL) / Tutorial	4
Problem Based Learning (PBL)	3
Case/Project Based Learning (CBL)	3
Revision	2
Others If any:	
Total Number of Contact Hours	30

Assessment Methods:

Formative	**Summative**
Assignment	End Semester Examination
Case Based Presentation	
Project	
Business News Analysis	
Class Test (Oral / Written)	
Innovative and creative contribution	

Mapping of Assessment with Cos

Nature of Assessment	**CO1**	**CO2**	**CO3**	**CO4**	**CO5**
Assignment	✓	✓		✓	
Case Based Presentation	✓	✓	✓	✓	✓
Project	✓	✓	✓	✓	✓
Business News Analysis	✓		✓		

Class Test (Oral /Written)	✓	✓	✓		
Innovative and creative contribution		✓	✓	✓	✓
End Semester Examination	✓	✓	✓	✓	✓
Student's Feedback					
(List of reference books)					

1. Microsoft Excel Formulas and Functions (Office 2021 and Microsoft 365),1st Edition by Paul McFedries, Pearson Education
2. Excel All-in-One for Dummies by Paul McFedriesa and Greg Harvey, Wiley Publication
3. Excel Basics In 30 Minutes: The beginner's guide to Microsoft Excel, Excel Online, and Google Sheets (Third Edition) by Ian Lamont
4. Excel 365 Basics: A Quick and Easy Guide to Boosting Your Productivity with Excel by Nathan George, GTECH Publishing

SEMESTER - IV

Course Code	Course Title
06360401	Port Terminal
06280402	Cost & Management Accounting

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA (L&SCM)-
Course Code	06360401
Course Title	Port Terminal Logistics
Academic Year	2025-26
Semester	4
Number of Credits	4
Course Prerequisite	Basic understanding of logistics, supply chain management, and international trade concepts. Students should also have fundamental knowledge of transportation systems and maritime logistics to effectively understand port operations and management.
Course Synopsis	This course provides a comprehensive understanding of port operations and management in maritime logistics. It introduces the

	structure and importance of ports in global trade, including the difference between major and minor ports, natural harbours, and major ports in India and around the world. The course also covers the roles of port officials, port users, and the significance of ports in international shipping and cargo movement. Further, the course explains container terminal operations and the growing role of privatization in port management, highlighting major terminal operators in India and globally. It also examines import and export cycles, container handling processes, stacking, monitoring, container freight stations (CFS), and strategies to manage congestion in terminals. In addition, the course focuses on port infrastructure, regulations under the Major Port Trust Act, cargo custody responsibilities, berths, transit sheds, and port equipment management. It also discusses port tariffs, pilotage, tug operations, navigation support services, safety procedures, and international security measures such as ISPS, providing students with practical knowledge of port administration and maritime logistics operations.

Course Outcomes:

At the end of the course students will be able to:

To develop competencies and knowledge of students to Port terminals logistics professionals

• Students will be able to apply the Basic knowledge of Port terminals Logistics in the real-life situation

• To orient students in the field of Logistics

• To help Students to understand Port terminals logistics

• This subject will enable them to enhance their ability and professional skills in Logistics

CO1	Explain the structure and role of ports, including major and minor ports in India and globally.
CO2	Describe container terminal operations and the role of privatization and terminal operators in port management.
CO3	.Demonstrate understanding of import–export cycles, terminal facilities, container monitoring, and congestion management.
CO4	Analyze port infrastructure, regulations, and the responsibilities of ports as custodians of cargo.
CO5	Evaluate port tariffs, navigation support services, safety procedures, and regulatory frameworks governing port operations

Mapping of Course Outcomes (COs) to Program Outcomes (POs)& Program Specific Outcomes:									
COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	
CO1									
CO2									
CO3									
CO4									
CO5									
Average									

Course Content:			
L (Hours/Week)	**T (Hours/ Week)**	**P (Hours/Week)**	**Total Hour/Week**
3	**1**	**0**	**4**

Unit	**Content**	**Competencies**
1	Difference between Major and Minor Ports - Ports in India - Natural Harbours - New Ports to be developed in India - Major Ports of the World - Largest Port in the world - Port Officials and their roles - Role of Ports - Who are Port users	● Understand the **structure and role of ports in global trade**, including major and minor ports, natural harbours, major ports in India and the world, and the roles of port officials and user
2	Container Terminals - Privatisation of Terminals - Reason for Privatisation - Major Terminal Operators in India - Terminal Operators of the world - Privatisation the need of the hour - Agreement between and existing Port Terminal and the new operator	● Develop knowledge of **container terminal operations and privatization**, including the role of terminal operators and agreements between ports and private operators.

3	Container Terminals - Privatisation of Terminals - Reason for Privatisation - Major Terminal Operators in India - Terminal Operators of the world - Privatisation the need of the hour - Agreement between and existing Port Terminal and the new operator Import Cycle - Export Cycle - Positions and Places in a Terminal - Facilities in a Terminal - Container Monitoring and stacking - CFS inside a Terminal - Reasons for Congestion of a terminal - de-congesting the terminal - Window system in a terminal.	● Understand the **import–export cycles and terminal operations**, including container monitoring, stacking, CFS operations, and strategies to manage terminal congestion.
4	Major Port Trust Act - Port as a custodian of the cargo - Transit sheds - Cargo receivers - Wharfs and Berths - Various berths in a Port - Meaning of Berth Restrictions - Port equipment's and damage - Extra services - Berth reservation schemes	● Apply knowledge of **port regulations and infrastructure**, including the Major Port Trust Act, cargo custody, berths, transit sheds, and port equipment management.
5	Port Tariff - Pilots and their duties - Tugs and its usage - Night navigations - Light Dues - Tariff Authorities of Major Port - Revision of rates - Port Trustees - Safety Procedures - Introduction of ISPS - Damage to Port property by ships - Compensation and confiscation of cargo to adjust dues	● Analyze port tariffs, navigation support services, safety procedures, and regulatory frameworks governing port operations and cargo handling.

Note: The course plan included as an annexure has the details of each unit with the number of hours and mode of delivery and pedagogical approach.

Teaching - Learning Strategies and Contact Hours

Teaching - Learning Strategies	**Contact Hours**
Lecture	45
Tutorial	15
Seminar/Journal Club	2

Small group discussion (SGD)	2
Self-directed learning (SDL) / Tutorial	2
Problem-Based Learning (PBL)	10
Case/Project Based Learning (CBL)	2
Revision	2
Others If any:	
Total Number of Contact Hours	60

Assessment Methods:

Formative	Summative
Assignment	End Semester Examination
Case Based Presentation	
Project	
Business News Analysis	
Mid Semester Examination	

Mapping of Assessment with COs

Nature of Assessment	**CO1**	**CO2**	**CO3**	**CO4**	**CO5**
Assignment	✓	✓			✓
Case Based Presentation		✓	✓	✓	
Project			✓	✓	✓
Business News Analysis	✓			✓	
Mid Semester Examination					

End Semester Examination	✓	✓	✓	✓	✓
Student's Feedback					
(List of reference books)					
• Major Port Trust Act – Government of India • Port Industry Statistics, American Association of Port Authorities • AP MOLLOR Guide book on Terminal • DUBAI PORT AUTHORITIES Manual					

	School of Commerce and Management
Name of the Department	Commerce and Management
Name of the Program	BBA (L& SCM)
Course Code	06360402
Course Title	Cost & Management Accounting
Academic Year	2025-26
Semester	4
Number of Credits	4
Course Prerequisite	Students enrolling in this course should have prior foundational knowledge of: • **Basic Financial Accounting**: understanding of financial statements (income statement, balance sheet, cash flow statement). • **Elementary Economics and Business Mathematics**: familiarity with cost concepts, basic algebra, and percentage calculations. • Recommended: Completion of a course in **Principles of Accounting** or **Financial Accounting** at the undergraduate level.

Course Synopsis	This course provides an in-depth understanding of management accounting concepts, tools, and techniques that support planning, controlling, and decision-making functions within organizations. Emphasizing both traditional and contemporary approaches, the course explores financial statement analysis, budgeting methods, cost control systems, and performance evaluation techniques. Through practical applications such as comparative and trend analysis, flexible and zero-based budgeting, CVP and break-even analysis, and standard costing variances, students develop the competencies needed to contribute to strategic business decisions and organizational performance enhancement.

Course Outcomes:

At the end of the course students will be able to:

CO1	Demonstrate knowledge of the role and scope of management accounting in business strategy and financial decision-making.
CO2	Interpret and analyze financial data using tools such as comparative statements, common size statements, and trend analysis to evaluate organizational performance.
CO3	Prepare and evaluate functional budgets and financial dashboards to support operational planning and control.
CO4	Compare and apply flexible and zero-based budgeting approaches and perform variance analysis for effective performance control.
CO5	Apply cost accounting methods (marginal, absorption, variable costing) and conduct CVP and break-even analysis for informed managerial decisions.

Mapping of Course Outcomes (COs) to Program Outcomes (POs)& Program Specific Outcomes:

(COs)	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	
CO1									
CO2									
CO3									
CO4									
CO5									
Average									

Course Content:			
L (Hours/Week)	**T (Hours/Week)**	**P (Hours/Week)**	**Total Hour/Week**
3	**1**	**0**	**4**

Unit	**Content**	**Competency**
1	Nature, scope & objectives/- Integration with business strategy/ Comparative, common-size, trend analysis	1. Understand the nature, objectives, and strategic relevance of management accounting in organizational decision-making. 2. Analyze financial statements using comparative, common-size, and trend techniques to assess business performance over time.
2	Comparative/common-size/trend statements/- Functional budgets (sales, production, cash)/ Financial performance dashboard	1. Prepare and evaluate functional budgets (sales, production, and cash) as tools for planning and control. 2. Interpret financial performance dashboards and apply analytical techniques for real-time performance monitoring.
3	Functional budgets (sales, production, cash)/ Flexible vs zero-based budgeting/ Variance analysis and performance control	1. Distinguish between flexible and zero-based budgeting and apply each in appropriate business contexts. 2. Conduct variance analysis to identify deviations from planned performance and support corrective managerial actions.
4	Marginal, absorption, variable costing- CVP & break-even analysis	1. Apply various costing methods (marginal, absorption, variable) for effective internal cost control and pricing decisions.

		2. Conduct CVP and break-even analysis to evaluate profitability under different business scenarios.
5	Standard costing framework- Analysis: material, labour, overhead- Sales variances	1. Understand the framework of standard costing and its role in cost control and performance evaluation. 2. Analyze material, labour, overhead, and sales variances to assess operational efficiency and effectiveness.

Note: The course plan included as an annexure has the details of each unit with the number of hours and mode of delivery and pedagogical approach.

Teaching - Learning Strategies and Contact Hours

Teaching - Learning Strategies	**Contact Hours**
Lecture	45
Tutorial	15
Seminar/Journal Club	2
Small group discussion (SGD)	2
Self-directed learning (SDL) / Tutorial	2
Problem-Based Learning (PBL)	10
Case/Project Based Learning (CBL)	2
Revision	2
Others If any:	
Total Number of Contact Hours	60

Assessment Methods:

Formative	**Summative**
Assignment	End Semester Examination
Case Based Presentation	

Project	
Business News Analysis	
Mid Semester Examination	

Mapping of Assessment with Cos

CO/Assessment	Assignment	Project	Case-Based Presentation	Business News Analysis	Mid-Semester Exam	End-Semester Exam
CO1	✓					✓
CO2	✓	✓	✓	✓		✓
CO3	✓	✓	✓			✓
CO4	✓	✓	✓			✓
CO5	✓	✓	✓	✓		✓

Student's Feedback
(List of reference books)

1. **Managerial Economics: Principles and Worldwide Applications**
   Authors: Dominick Salvatore
   Publisher: Oxford University Press
   Features: Widely used globally; emphasizes decision-making in globalized environments with numerous real-world cases.
2. **Managerial Economics**
   Authors: D.N. Dwivedi
   Publisher: Vikas Publishing House
   Features: Indian context, includes detailed chapters on demand, cost, pricing strategies, and national income.
3. **Managerial Economics and Business Strategy**
   Authors: Michael R. Baye and Jeff Prince
   Publisher: McGraw-Hill Education
   Features: Strong focus on strategy, game theory, and real-life business decisions, with quantitative problem-solving approaches.
4. **Managerial Economics**
   Authors: William F. Samuelson and Stephen G. Marks
   Publisher: Wiley
   Features: Comprehensive analytical treatment, with mathematical rigor and case-based learning.
5. **Managerial Economics in a Global Economy**
   Authors: Dominick Salvatore

Publisher: Cengage Learning Features: Emphasizes the role of international trade, exchange rates, and global managerial decision-making.

SEMESTER V

Choose any one:	6360501	Logistics 4.0
	6360502	Export and Import Documentation
	6360503	Inland Waterways & Coastal Shipping
	6360504	Apprenticeship - I

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA (L&SCM)
Course Code	06360501
Course Title	Logistics 4.0
Academic Year	2025-26
Semester	5
Number of Credits	4
Course Prerequisite	Students should possess a basic understanding of business operations, supply chain management, and information technology concepts. Familiarity with fundamentals of logistics, production systems, and digital technologies will help students better understand the transformation of logistics and supply chains in the Industry 4.0 environment.
Course Synopsis	

	• To develop competencies and knowledge of students to understand the revolution in Logistics Industry • To orient students in the field of Logistics • To help students to learn the recent technology changes and challenges in Logistics Industry

Course Outcomes:

At the end of the course students will be able to:

• Students will be able to apply the basic knowledge of technology and ITC development

• This subject will enable them to enhance their ability and professional skills in Logistic

CO1	Understand the evolution of industrial revolutions and the concept, drivers, and global developments of Industry 4.0 and smart factories**.**
CO2	Explain the role of emerging digital technologies such as IoT, robotics, cloud computing, and big data analytics in enabling Logistics 4.0 and digital supply chains.
CO3	Analyze the digitalization of logistics systems including IoT applications, inventory control systems (MRP, ERP), and telematics technology**.**
CO4	Evaluate the impact of digital technologies on procurement, inventory management, logistics operations, and supply chain analytics**.**
CO5	Assess the business implications, opportunities, challenges, and future workforce requirements in the Logistics 4.0 environment**.**

Mapping of Course Outcomes (COs) to Program Outcomes (POs)& Program Specific Outcomes:

COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	
CO1									
CO2									
CO3									
CO4									
CO5									
Average									

Course Content:			
L (Hours/Week)	**T (Hours/ Week)**	**P (Hours/Week)**	**Total Hour/Week**
3	**1**	**0**	**4**

Unit	**Content**	**Competencies**
1	1.1 First Three Industrial Revolutions: Industry 1.0–3.0 1.2 Introduction to Industry 4.0 1.3 Digitalization and the Connected Economy 1.4 Drivers, Enablers, Compelling Forces and Challenges for Industry 4.0 1.5 The Journey so far: Developments in USA, Europe, China, and other countries 1.6 Comparison of Industry 4.0 Factory and Today's SMART Factory 1.7 Trends of Big Data (Evolution) along with the Maturity framework and Predictive Analytics for Smart Business Transformation	● Understand the **structure and role of ports in global trade**, including major and minor ports, natural harbours, major ports in India and the world, and the roles of port officials and user
2	2.1 Evolution of Logistics 2.2 Introduction to Logistics 4.0 2.3 Digital Transformation of Supply Chain Management 2.4 Advanced robots, Augmented Reality, Digital Twins 2.5 Simulation — Network simulation and optimization 2.6 The Industrial Internet of Things 2.7 Cloud Computing 2.8 Cyber Security	● Develop knowledge of container terminal operations and privatization, including the role of terminal operators and agreements between ports and private operators.

	2.9 Big data and analytics – Data Warehouse v/s Data Mart	
3	Digitalization of Logistics and Challenges in Logistics 4.0 3.2 Inventory Control Systems (ICS)-MRP-1-MRP-2-ERP-1 3.3 The Internet of Things 3.3 Challenges of The Internet of Things 3.4 Changes in Business Models and Production Processes 3.5 Telematics Technology – Application in Logistics	● Understand the import–export cycles and terminal operations, including container monitoring, stacking, CFS operations, and strategies to manage terminal congestion.
4	Technology in Procurement 4.0 (Consignor Inventory Model) 4.2 Technology in Inventory Management 4.0 (Impact of Digital Technologies on the Inventory Management Techniques) 4.3 Technology in Logistics and Warehousing 4.0 4.4 Logistics and Supply Chain Analytics	● Apply knowledge of port regulations and infrastructure, including the Major Port Trust Act, cargo custody, berths, transit sheds, and port equipment management.
5	5.1 Business issues in Logistics 4.0 5.2 Opportunities and Challenges 5.3 Future of Works and Skills for Workers in the Logistics 4.0 Era 5.4 Advantages and disadvantages of Logistics 4.0 5.5 Strategies for competing in a Logistics 4.0 world	● Analyze port tariffs, navigation support services, safety procedures, and regulatory frameworks governing port operations and cargo handling.

Note: The course plan included as an annexure has the details of each unit with the number of hours and mode of delivery and pedagogical approach.

Teaching - Learning Strategies and Contact Hours

Teaching - Learning Strategies	**Contact Hours**
Lecture	45

Tutorial	15
Seminar/Journal Club	2
Small group discussion (SGD)	2
Self-directed learning (SDL) / Tutorial	2
Problem-Based Learning (PBL)	10
Case/Project Based Learning (CBL)	2
Revision	2
Others If any:	
Total Number of Contact Hours	60

Assessment Methods:

Formative	**Summative**
Assignment	End Semester Examination
Case Based Presentation	
Project	
Business News Analysis	
Mid Semester Examination	

Mapping of Assessment with Cos

Nature of Assessment	**CO1**	**CO2**	**CO3**	**CO4**	**CO5**
Assignment	✓	✓			✓
Case Based Presentation		✓	✓	✓	
Project			✓	✓	✓
Business News Analysis	✓			✓	
Mid Semester Examination					

End Semester Examination	✓	✓	✓	✓	✓
Student's Feedback					
(List of reference books)					

- **Kagermann, H., Wahlster, W., & Helbig, J.** – *Recommendations for Implementing Industry 4.0*, Springer.
- **Brettel, M., Friederichsen, N., Keller, M., & Rosenberg, M.** – *How Virtualization, Decentralization and Network Building Change the Manufacturing Landscape*, Springer.
- **Hofmann, E., & Rüsch, M.** – *Industry 4.0 and the Current Status as well as Future Prospects on Logistics*, Elsevier.
- **Christopher, Martin** – *Logistics and Supply Chain Management*, Pearson Education.
- **Ivanov, D., Tsipoulanidis, A., & Schönberger, J.** – *Global Supply Chain and Operations Management*, Springer.

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA (L&SCM)-
Course Code	06360502
Course Title	Export and Import Documentation
Academic Year	3
Semester	5
Number of Credits	4
Course Perquisites	Students should have basic knowledge of business, international trade, and commercial practices. Familiarity with fundamentals of marketing, business law, and financial transactions will help students understand export–import procedures, documentation, and trade regulations effectively.
Course Synopsis	To familiarize the student with the basic concept of formalities for export trade, and the documentation process required for import and export.

Course Outcomes	Recognize the impact of information and communication technologies, especially of the internet in business operations. • Recognize the fundamental principles of eBusiness and eCommerce. • Explain the security protocols and the issues in internet security.

Course Objectives:

CO1	Understand the fundamentals of export–import trade, export procedures, registration formalities, and the role of export promotion organizations.
CO2	Explain the aligned documentation system and various commercial, regulatory, shipping, and payment documents used in export contracts.
CO3	Analyze different methods of international payments, export financing options, and export incentives such as duty drawback and CENVAT.
CO4	Evaluate quality control procedures, pre-shipment inspection, and the role of clearing and forwarding agents in export cargo clearance.
CO5	Understand customs clearance procedures, risk management, insurance policies, and legal regulations governing export–import transactions.

L (Hours/Week)	T (Hours/Week)	P (Hours/Week)
3	1	0

Unit	**Content**	**Competencies**
1	Introduction to Export and Import: Basics of Exports - Classification of goods - Preparation for Exports - Methods of Exporting - Export Marketing Organizations - Functions - Registration formalities IEC Number - Procedure of obtaining IEC Number - RCMC (Registration Cum Membership Certificate) –Export Credit Guarantee Council (ECGC) - Application for import and export of restricted items.	- Understand the fundamentals of export and import management - Classify goods for international trade - Apply procedures for obtaining IEC and RCMC - Interpret export regulations and documentation requirements - Identify the role of export promotion organizations and ECGC - Analyze procedures for restricted item import/export
2	Documentation Framework and Contracts: Aligned Documentation System: Commercial Documents - Auxiliary Commercial Documents - Regulatory Documents -	- Prepare and interpret export-import documentation - Differentiate various commercial and regulatory documents

	Documents related to goods - Documents related to Shipment - Documents related to Payments - Documents related to Inspection - Documents related to Excisable Goods - Types of Contracts - Export Contracts.	- Understand shipment and payment documentation processes - Draft and evaluate export contracts - Ensure compliance with documentation standards in international trade
3	Payments and Finance: Factors - Methods of receiving Payment - Instruments of Payments-Letter of Credit Pre-shipment Finance - Post-shipment Finance - Post-shipment Credit in Foreign Currency - Negotiation of documents with bank - CENVAT - Duty Draw back	- Understand international payment mechanisms - Analyze financial instruments used in export-import transactions - Apply procedures related to pre-shipment and post-shipment finance - Evaluate methods of export payment settlement - Interpret duty drawback and CENVAT benefits - Develop financial decision-making skills in international trade
4	Quality Control and Clearance of Cargo: Objective of Quality Control - Methods - Procedure for Pre-shipment Inspection - Role of Clearing and Forwarding Agents – Role of Inspection Agents-Clearance of Cargo Central Excise Clearance Procedure - Central Excise Clearance Option - Shipment of Export Cargo.	- Understand quality assurance procedures in export trade - Apply pre-shipment inspection processes - Evaluate the role of clearing and forwarding agents - Understand cargo clearance and shipment procedures - Analyze regulatory compliance in export cargo handling - Develop operational coordination skills in logistics management
5	Customs Clearance, Risk and Insurance Policy: Customs Clearance of Export Cargo - Customs Clearance of Import Cargo - Risk: Types - Types of cover issued by ECGC - Cargo Insurance. Processing of an export order - Major laws governing export contract.	- Understand customs clearance procedures for exports and imports - Identify types of export risks and insurance coverage - Analyze the role of ECGC in export risk protection - Apply cargo insurance principles in international trade - Understand legal aspects governing export contracts

		- Develop risk assessment and compliance management skills

Note: The course plan included as an annexure has the details of each unit with the number of hours and mode of delivery and pedagogical approach.

Text & Reference Books:

1. RAMA, GOPAL C. (2008) Export Import Procedures Documentation and Logistics. New Age International Publishers: New Delhi.

2. KHUSHPAT, S. J. (2013) Export Import Procedures and Documentation. Himalaya Publishing House: New Delhi.

3. PAWAN, KUMAR (2001) Export of India's Major Products Problems and Prospects. New Century Publications: New Delhi.

4. KAPOOR, D. C. (2002) Export Management. Vikas Publications: New Delhi.

5. CHERUNILAM, F. (2004) International Trade and Export Management. Himalaya Publications: New Delhi.

Websites:

1. www.cbec.gov.in/customs/cs-act/cs-act-idx.htm (Central Board of Excise and Customs - Customs Act, 1962, Customs Tariff Act – 1975, Other Acts)

2. www.epckenya.org/(Export Promotion Council)

3. commerce.nic.in/MOC/index.asp (Ministry of Commerce and Industry)

4. www.dgft.gov.in/ (Directorate General of Foreign Trade)

Evaluation Scheme:

• Class participation and attendance	05marks
• Mid Term Exam	20marks
• Assignment	05marks
• Professional Activities	10marks
• Term-End Exam	60marks
Total	100marks

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA (L&SCM)-
Course Code	06360503
Course Title	Inland Waterways & Costal Shipping
Academic Year	3
Semester	5
Number of Credits	4
Course Prerequisite	Students should have basic knowledge of transportation systems, logistics, and supply chain management. Familiarity with different modes of transport and basic geographical concepts will help in understanding the functioning and importance of shipping and inland waterways in trade and transportation.
Course Synopsis	To familiarize the student with the basic concept of Inland water ways and coastal shipping, their importance and future development of Indian water ways
Course Outcomes: • Recognize the impact of Inland water ways and coastal shipping • Recognize the importance and future development of Indian water ways.	

CO1	Understand the fundamentals of shipping, types and sizes of ships, basic ship terminology, and the role of ports in sea transportation.
CO2	Explain the concept, scope, sources, and operational principles of inland waterways and their impact on transportation systems.
CO3	Analyze the infrastructure requirements and importance of inland waterways in cargo transportation and logistics operations.
CO4	Explain the concept, scope, sources, and operational principles of inland waterways and their impact on transportation systems.

CO5	Examine the development of inland waterways in India and other countries along with government policies and the National Waterways Act.

Mapping of Course Outcomes (COs) to Program Outcomes (POs)& Program Specific Outcomes:

COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	
CO1									
CO2									
CO3									
CO4									
CO5									
Average									

Course Content:

L (Hours/Week)	**T (Hours/ Week)**	**P (Hours/Week)**	**Total Hour/Week**
3	**1**	**0**	**4**

Unit	**Content**	**Competencies**
1	Basics of shipping- Introduction for shipping - Types of ship- sizes of ship – Basic terminology of ships- Sea transport and its importance- Roll of ports in sea transport - Coastal shipping and its importance.	Develop the ability to identify different types of ships, shipping operations, and the significance of sea transport in global trade.
2	Inland waterways: Introduction –Scope – Sources (lakes, Rivers, Canals, Back water, creeks, water courses inlets and bays)- Working principles -Impact - Inland waterways in India: locations	Develop the competency to understand inland waterway systems and their role in sustainable transportation networks.

3	Roll and importance of inland waterways: Infrastructure facility required - Roll and importance of inland water ways in transportation- Transportation through creeks	Build the ability to assess infrastructure and logistics requirements for efficient inland waterway transportation.
4	Inland waterways: Road connectivity – Availability of cargo (scarcity)-Navigation (night navigation)- Draft restriction	Develop skills to analyze operational limitations and practical challenges in inland waterway transport systems.
5	Inland waterways in other countries: Bangladesh – China - Vietnam - Europe Inland waterways in India: Network in India –upcoming inland waterways – Inland waterways authority – Government policies on inland waterways – National waterways Act	Gain the capability to evaluate inland waterway development strategies, international practices, and government initiatives in India

Note: The course plan included as an annexure has the details of each unit with the number of hours and mode of delivery and pedagogical approach.

Teaching - Learning Strategies and Contact Hours

Teaching - Learning Strategies	**Contact Hours**
Lecture	45
Tutorial	15
Seminar/Journal Club	2
Small group discussion (SGD)	2
Self-directed learning (SDL) / Tutorial	2
Problem-Based Learning (PBL)	10
Case/Project Based Learning (CBL)	2
Revision	2
Others If any:	
Total Number of Contact Hours	60

Assessment Methods:

Formative	**Summative**
Assignment	End Semester Examination
Case Based Presentation	
Project	
Business News Analysis	
Mid Semester Examination	

Mapping of Assessment with COs

Nature of Assessment	**CO1**	**CO2**	**CO3**	**CO4**	**CO5**
Assignment	✓	✓			✓
Case Based Presentation		✓	✓	✓	
Project			✓	✓	✓
Business News Analysis	✓			✓	
Mid Semester Examination					
End Semester Examination	✓	✓	✓	✓	✓
Student's Feedback					
(List of reference books)					

Text & Reference Books:

1. Course Material Prepared by LSC

2. Inland Waterway Transport: Challenges and prospects (Routledge Studies in Transport Analysis) Hardcover – Import, 12 Jul 2016 by Bart Wiegmans (Editor), Rob Konings (Editor)

3. Inland waterways Transportation (IWT) in India – Machiraju presentation Pvt ltd.

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA (L&SCM)
Course Code	6360604
Course Title	Apprenticeship I
Academic Year	3
Semester	5
Number of Credits	
The students would be onboarded in Logistics Processes of companies by the Logistics Sector Skill Council for Apprenticeship Training. The duration of Apprenticeship Training is 6 months. During Apprenticeship Training students would be assigned on-the-job-training by companies. Being a legal engagement, students would receive a monthly stipend during Apprenticeship Training as per the existing norms. On completion of the Apprenticeship Training, students shall submit Apprenticeship Report in the form of Work Diary to the Collaborating Institutions. The Report would be evaluated and Viva conducted by the Collaborating Institution.	

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Semester VI

Choose any one:	6360601	Courier, Express and Parcel Services
	6360603	Multimodal Transportation
	6360604	Apprenticeship - II

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA (L&SCM)

Course Code	6360601
Course Title	Courier, Express and Parcel Services
Academic Year	2025-26
Semester	6
Number of Credits	4
Course Prerequisite	Students should have basic knowledge of logistics, transportation systems, and supply chain operations. Familiarity with cargo handling, documentation, and customer service concepts will help students understand consignment processing, hub-spoke operations, and delivery management effectively.
Course Synopsis	To develop competencies and knowledge of students to become Courier and Express • Professionals • To orient students in the field of Courier and Express • To help Students to understand Courier and Express
Course Outcomes: • Students will be able to apply the Basic knowledge of Courier and Express in the real-life situation • This subject will enable them to enhance their ability and professional skills	

CO1	Students should have basic knowledge of logistics, transportation systems, and supply chain operations**.** Familiarity with cargo handling, documentation, and customer service concepts will help students understand consignment processing, hub-spoke operations, and delivery management effectively.
CO2	Understand different types of consignments, labeling requirements, shipment operations, and safe handling procedures for fragile cargo**.**
CO3	Explain the process of customer declarations verification, documentation, and coordination for import and export consignment clearance**.**
CO4	Analyze the hub-spoke logistics system including inbound and outbound activities, layout planning, and inspection processes**.**

CO5	Understand the tracking and tracing systems, airway bill (AWB), and first-mile and last-mile delivery operations**.**

Mapping of Course Outcomes (COs) to Program Outcomes (POs)& Program Specific Outcomes:

COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	
CO1									
CO2									
CO3									
CO4									
CO5									
Average									

Course Content:

L (Hours/Week)	**T (Hours/ Week)**	**P (Hours/Week)**	**Total Hour/Week**
3	**1**	**0**	**4**

Unit	**Content**	**Competencies**
1	Types of consignments for shipment - Information on labels and handling instructions - consignee locations- consignments and destinations- consignment shipment operations – (loading, handling, scheduling and documentation) - Special instructions for safe handling of fragile consignments	Develop the ability to identify and manage different types of consignments and ensure proper shipment handling and documentation**.**
2	Customer declarations – verification of customer declarations and consignment package - Clarification procedure in case of discrepancies noticed - Generation of bill of lading / shipping bill for export consignments	Build competency to verify customer declarations and manage documentation required for import and export cargo clearance**.**

	– Coordination for import/export consignments clearance	
3	Hub-Spoke Operations & Inbound and Outbound activities: Introduction – Hub spoke activities inbound and outbound activities. Types of consignments coming in the hub-spoke - layout of the hub-spoke - Areas to receive, sort and inspect - Documentation activities in hub-spoke - Inspection process of inbound sorted and outbound consignments	Develop skills to manage hub-spoke logistics operations including sorting, inspection, and documentation processes.
4	Tracking and tracing; AWB –essential time of arrival delivery - Last mile delivery – LMD -First mile delivery	Gain the capability to monitor shipment tracking systems and manage first-mile and last-mile delivery processes.
5	Customer satisfaction- quality, delivery time, costs (shortest cost, loss prevention) - Weighment rate, cube scan –diversions/LBW/Volumetric density of cargo	Develop the ability to optimize logistics operations by improving service quality, cost efficiency, and cargo measurement practices.

Note: The course plan included as an annexure has the details of each unit with the number of hours and mode of delivery and pedagogical approach.

Teaching - Learning Strategies and Contact Hours

Teaching - Learning Strategies	**Contact Hours**
Lecture	45
Tutorial	15
Seminar/Journal Club	2
Small group discussion (SGD)	2
Self-directed learning (SDL) / Tutorial	2
Problem-Based Learning (PBL)	10
Case/Project Based Learning (CBL)	2
Revision	2
Others If any:	

Total Number of Contact Hours	60

Assessment Methods:

Formative	**Summative**
Assignment	End Semester Examination
Case Based Presentation	
Project	
Business News Analysis	
Mid Semester Examination	

Mapping of Assessment with Cos

Nature of Assessment	**CO1**	**CO2**	**CO3**	**CO4**	**CO5**
Assignment	✓	✓			✓
Case Based Presentation		✓	✓	✓	
Project			✓	✓	✓
Business News Analysis	✓			✓	
Mid Semester Examination					
End Semester Examination	✓	✓	✓	✓	✓
Student's Feedback					

Text & Reference Books:

1. Course Material Prepared by LSC

2. Logistics and Supply chain management – Martin Christopher

3. Basics of Distribution Management; A Logistical Approach Prentice HALL of India - Kapoor Sathish

4. Ware house management and Inventory control - Vikas Publication House

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA (L&SCM)-
Course Code	6360603
Course Title	Multimodal Transportation
Academic Year	3
Semester	6
Number of Credits	4
Course Prerequisite	Students should have basic knowledge of transportation systems, logistics, and supply chain management. Familiarity with different modes of transport and international trade practices will help students understand the concepts and operations of multimodal and intermodal transportation systems.
Course Synopsis	Introduce Multi-modal and Intermodal Transport concepts. • Explain Regulatory framework and policies for Multi-modal transportation. • Describe Indian Railways' initiatives to promote Multimodal Logistics in India. • Overview evolution of infrastructure facilitating Multi-modal Logistics in India.
Course Outcomes: After completing this Course, the student will have the following learnings: • The importance and role played by Multi-modal transport in the efficient and cost-effective movement of cargo	

• Types of multi-modal movement and the role of containerisation for security and speed • The provisions and procedures for Exim trade and INCOTERMS • Indian Government's policies and vision R for development of seamless multi-modal transport.

CO1	Students should have basic knowledge of transportation systems, logistics, and supply chain management**.** Familiarity with different modes of transport and international trade practices will help students understand the concepts and operations of multimodal and intermodal transportation systems**.**
CO2	Understand the concept of multimodal and intermodal transport, various transport modes, and their characteristics in logistics systems**.**
CO3	Explain the organization of multimodal transport and the role of containerization in improving efficiency and cost savings**.**
CO4	Analyze the role of Indian Railways, warehousing systems, and multimodal logistics parks in multimodal transportation networks
CO5	Evaluate the current practices, policy initiatives, and challenges in multimodal transport in India and neighbouring countries**.**

Mapping of Course Outcomes (COs) to Program Outcomes (POs)& Program Specific Outcomes:

COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	
CO1									
CO2									
CO3									
CO4									
CO5									
Average									

Course Content:

L (Hours/Week)	T (Hours/ Week)	P (Hours/Week)	Total Hour/Week
3	1	0	4

Unit	Content	Competencies
1	Transportation Systems & Multi modal Transport –Concept of Multi modal & Intermodal Transport – introduction to Multi modal transport, the difference between Multi modal and Intermodal transport-Type of transport Modes – detail and characteristics of air, road, rail, water, pipelines, package carriers-Need, Aim and Key Issues of Multi modal transport.	Develop the ability **to** identify different transportation modes and their role in multimodal logistics operations**.**
2	How to organise Multi modal transport-Role of Containerisation in MMT- history, utility, types, ease of handling, cost saving-Types of Multi modal transport – combined container transport, rolling Road & forwarding of trailers, RORO & LASH transportation-National Multi modal Transport Committee (NMTC) and Logistics Policy of India – key features and importance	Build competency to organize multimodal transport systems using containerization and integrated transport methods**.**
3	Multi modal Transportation Act & Procedures-MMTG Act of 1993-Custom procedures for Export & Import - Bill Of Lading – Hague Rules, Visby Rules, Hamburg Rules, Voyage by Sea-INCOTERMS – meaning, explanation, list, and types	Develop skills to apply multimodal transport laws, customs procedures, and international trade terms in logistics operations**.**
4	MMT and Indian Railways-PFT Policy – maintenance of rolling stock, cargo handling, customs, etc-Warehousing Policy – stuffing, de-stuffing, stacking, use of MHE, etc-Layout and design of Multi modal Logistics parks	Gain the capability **to** assess infrastructure such as rail freight terminals, warehouses, and multimodal logistics parks**.**
5	Multi modal transport & Practice Today-India's growing conflict between Trade &	Develop the ability to analyze multimodal transport policies, integrated transport

	transport – issues, policy, problems & pricing-Integrated Transport – Bharatmala, Sagarmala, IWT, DFC, the concept of ICP (International Check Posts-Scenario in India and neighbouring countries with a case study	projects, and regional logistics developments

Note: The course plan included as an annexure has the details of each unit with the number of hours and mode of delivery and pedagogical approach.

Teaching - Learning Strategies and Contact Hours

Teaching - Learning Strategies	**Contact Hours**
Lecture	45
Tutorial	15
Seminar/Journal Club	2
Small group discussion (SGD)	2
Self-directed learning (SDL) / Tutorial	2
Problem-Based Learning (PBL)	10
Case/Project Based Learning (CBL)	2
Revision	2
Others If any:	
Total Number of Contact Hours	60

Assessment Methods:

Formative	**Summative**
Assignment	End Semester Examination
Case Based Presentation	
Project	
Business News Analysis	

Mid Semester Examination	

Mapping of Assessment with Cos

Nature of Assessment	**CO1**	**CO2**	**CO3**	**CO4**	**CO5**
Assignment	✓	✓			✓
Case Based Presentation		✓	✓	✓	
Project			✓	✓	✓
Business News Analysis	✓			✓	
Mid Semester Examination					
End Semester Examination	✓	✓	✓	✓	✓
Student's Feedback					
(List of reference books)					
TEXT BOOKS 1 Course Material Prepared by LSC					

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA (L&SCM)-
Course Code	6360604
Course Title	Apprenticeship II
Academic Year	3

Semester	6
Number of Credits	22
The students would be onboarded in Logistics Processes of companies by the Logistics Sector Skill Council for Apprenticeship Training. The duration of Apprenticeship Training is 6 months. During Apprenticeship Training students would be assigned on-the-job-training by companies. Being a legal engagement, students would receive a monthly stipend during Apprenticeship Training as per the existing norms. On completion of the Apprenticeship Training, students shall submit Apprenticeship Report in the form of Work Diary to the Collaborating Institutions. The Report would be evaluated and Viva conducted by the Collaborating Institution.	

Semester VII

06280701	Application of Business Research Methods
06280702	Negotiation Skills
Choose Any Two	
06280703	Training and Development
06280704	Service Marketing
06280705	Income Tax
6270704	Behavioural Finance

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA (L& SCM)
Course Code	06280701
Course Title	Application of Business Research Methods
Academic Year	2025-26
Semester	7
Number of Credits	4

Course Prerequisite	A foundational understanding of statistical concepts and research methodologies is required. Prior coursework in statistics or research methods is preferred.
Course Synopsis	This course equips students with the knowledge and skills to conduct rigorous business research. It covers research design, data collection, analysis, and interpretation. Students will learn to apply statistical techniques and communicate research findings effectively.

Course Outcomes:

At the end of the course students will be able to:

CO1	Students will be able to explain the key components of the research process and their interrelationships.
CO2	
CO3	Students will be able to design a research proposal for a given business problem, including defining research questions, selecting appropriate research methodology, and developing data collection instruments.
CO4	Students will be able to critically evaluate research articles, identifying strengths, weaknesses, and potential biases in research design and methodology.
CO5	Students will be able to assess the validity and reliability of research findings and draw appropriate conclusions based on the evidence presented.

Mapping of Course Outcomes (COs) to Program Outcomes (POs)& Program Specific Outcomes:

COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**		
CO1										
CO2										
CO3										
CO4										
CO5										
Average										

Course Content:

L (Hours/Week)	T (Hours/Week)	P (Hours/Week)	Total Hour/Week
3	1	0	4

Unit	Content	Competencies
1	Research Foundations Nature and scope of business research, information-based decision making, and sources of knowledge The research process: problem formulation, literature review, research design, data collection, analysis, interpretation, and report writing Basic research approaches (exploratory, descriptive, explanatory) and terminologies (variables, hypothesis, population, sample, etc.) Research ethics and integrity, including data privacy and research misconduct	• Demonstrate understanding of the research process and its application in a business context. • Critically evaluate research problems and formulate research questions.
2	Research Design and Data Collection Research design: exploratory, descriptive, and causal research designs Sampling techniques (probability and non-probability) and sample size determination Data types (primary, secondary, qualitative, quantitative) and collection methods (surveys, interviews, observations, experiments, etc.) Data preparation: data cleaning, coding, and entry (Excel and SPSS) Data management and organization	• Design appropriate research designs and sampling strategies for specific research questions. • Collect, clean, and prepare data for analysis.
3	Data Analysis and Interpretation Descriptive statistics (measures of central tendency, dispersion, and distribution) Inferential statistics: hypothesis testing (t-test, ANOVA, chi-square) and correlation analysis	• Apply statistical techniques to analyze data and draw meaningful conclusions. • Create effective data visualizations to

	Data visualization techniques (charts, graphs, tables) Exploratory data analysis (EDA) techniques Introduction to data mining and big data analytics	communicate research findings.
4	Advanced Statistical Techniques and Modeling Regression analysis (simple and multiple linear regression) Logistic regression Time series analysis Multivariate analysis techniques (factor analysis, cluster analysis) Model building and evaluation	• Build and evaluate statistical models to explain relationships between variables. • Apply advanced statistical techniques to address complex research questions.
5	Research Report Writing and Presentation Research report structure and components (introduction, literature review, methodology, results, discussion, conclusions, recommendations) Academic writing style and citation formats (APA, MLA, Chicago) Research ethics and intellectual property Effective research presentation (oral and written)	• Communicate research findings clearly and effectively through written and oral presentations. • Adhere to ethical guidelines in research reporting and dissemination.

Note: The course plan included as an annexure has the details of each unit with the number of hours and mode of delivery and pedagogical approach.

Teaching - Learning Strategies and Contact Hours

Teaching - Learning Strategies	Contact Hours
Lecture	45
Tutorial	15
Seminar/Journal Club	2
Small group discussion (SGD)	2
Self-directed learning (SDL) / Tutorial	2
Problem-Based Learning (PBL)	10

Case/Project Based Learning (CBL)	2
Revision	2
Others If any:	
Total Number of Contact Hours	60

Assessment Methods:

Formative	**Summative**
Assignment	End Semester Examination
Case Based Presentation	
Project	
Business News Analysis	
Mid Semester Examination	

Mapping of Assessment with COs

Nature of Assessment	CO1	CO2	CO3	CO4	CO5
Assignment	✓				
Project		✓	✓		
Case Based Presentation				✓	✓
Business News Analysis		✓	✓		
Student's Feedback					

(List of reference books)

1. Research Methodology: A Step-by-Step Guide for Beginners by C.R. Kothari, New Age International Publishers
2. Business Research Methods by Cooper and Schindler, Tata McGraw-Hill Education
3. Business Research Methods by Uma Sekaran, Wiley India

4. Research Methodology by N.K. Malhotra, Oxford University Press

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	Bachelor of Business Administration
Course Code	06280702
Course Title	Negotiation Skills
Academic Year	2025-26
Semester	VII
Number of Credits	4
Course Prerequisite	Students are expected to possess basic knowledge of management, communication, and organizational functioning acquired through earlier BBA courses. A willingness to participate in discussions, role plays, presentations, and simulations is desirable.
Course Synopsis	The course introduces students to the fundamentals of negotiation and interpersonal effectiveness in personal, academic, and business settings. It focuses on communication, persuasion, conflict resolution, relationship building, and collaborative problem-solving. Through case discussions, simulations, role plays, and experiential exercises, students learn how to prepare for negotiations, manage disagreements, influence stakeholders, and reach mutually beneficial outcomes. The course also develops emotional intelligence, ethical awareness, and cross-cultural sensitivity essential for future managers and entrepreneurs.
Course Outcomes: At the end of the course students will be able to:	
CO1	Explain the basic concepts, importance, and process of negotiation in personal and business contexts.
CO2	Demonstrate effective communication, listening, and interpersonal skills during negotiations.
CO3	Apply basic negotiation strategies and techniques to resolve conflicts and reach agreements.
CO4	Recognize the influence of emotions, personality, and cultural differences on negotiation outcomes.
CO5	Conduct ethical and professional negotiations in workplace, customer, and team-based situations.

Mapping of Course Outcomes (COs) to Program Outcomes (POs)& Program Specific Outcomes:

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	3	2	1	–	–	2	1	–	–
CO2	2	3	2	1	–	3	2	1	–
CO3	1	2	3	2	1	2	3	2	1
CO4	1	2	2	3	2	2	2	3	1
CO5	2	2	2	2	3	3	3	2	2
Average	**1.8**	**2.2**	**2**	**1.8**	**1.2**	**2.4**	**2.2**	**1.6**	**0.8**

L (Hours/Week)	T (Hours/Week)	**P (Hours/Week)**
3	1	4

Course Content

Unit	Content	Competencies
1	**UNIT I: Introduction and Foundations of Negotiations:**	
	Meaning, nature, scope, and importance of negotiation in personal, professional, and business contexts; role of negotiation in management and entrepreneurship; negotiation versus bargaining; characteristics of effective negotiators; stages of the negotiation process including preparation, opening, discussion, bargaining, agreement, closure, and follow-up; goal setting, planning, trust building, and collaborative approaches for achieving mutually beneficial outcomes.	**Fundamental Negotiation Competency:** Ability to explain the concepts, importance, and applications of negotiation in personal, professional, and business contexts. (CO1) **Negotiation Process Competency:** Ability to understand and describe the stages of the negotiation process and apply basic planning and goal-setting techniques. (CO1, CO5) **Collaborative Problem-Solving Competency:** Ability to identify opportunities for cooperation and develop mutually beneficial solutions during negotiations. (CO2, CO5)
2	**UNIT II: Communication and Interpersonal Effectiveness in Negotiation:**	
	Role of communication in negotiation; verbal and non-verbal communication; barriers to effective communication; communication etiquette in professional settings; active listening, questioning techniques, empathy, rapport building, trust development, and feedback	**Communication Competency:** Ability to use verbal and non-verbal communication effectively in negotiation situations. (CO2) **Interpersonal Skills Competency:** Ability to demonstrate active listening, empathy, rapport building,

	mechanisms; persuasion and influencing skills; handling objections and maintaining positive relationships during negotiations.	and constructive feedback during interactions. (CO2, CO3) **Persuasion and Influence Competency:** Ability to apply persuasion and influencing techniques to support negotiation objectives while maintaining positive relationships. (CO2, CO3)
3	**UNIT III: Negotiation Strategies and Behavioral Dynamics**	
	Types of negotiation including distributive and integrative approaches; introduction to BATNA and alternative evaluation; negotiation planning and preparation; competitive, collaborative, accommodating, avoiding, and compromising negotiation styles; perception, attitudes, and emotions in negotiations; persuasion techniques and managing difficult negotiation situations.	**Negotiation Planning Competency:** Ability to prepare for negotiations by gathering information, identifying alternatives, and setting objectives. (CO3) **Strategic Negotiation Competency:** Ability to distinguish between distributive and integrative negotiation approaches and select appropriate strategies. (CO3) **Behavioural Adaptability Competency:** Ability to recognize different negotiation styles and adapt behaviour according to situational requirements. (CO3, CO4)
4	**UNIT IV: Conflict Management and Workplace Negotiation**	
	Meaning, nature, and causes of conflict; functional and dysfunctional conflict; conflict management styles and resolution strategies; negotiation in workplace situations including team interactions, employee-supervisor relationships, customer negotiations, and resource allocation; handling disagreements, resolving disputes, managing resistance, and maintaining professionalism and ethical conduct.	**Conflict Resolution Competency:** Ability to identify sources of conflict and apply appropriate conflict management techniques. (CO3, CO5) **Workplace Negotiation Competency:** Ability to handle negotiation situations involving teams, customers, supervisors, and workplace resources effectively. (CO3, CO5) **Professional and Ethical Competency:** Ability to manage disagreements professionally and demonstrate ethical conduct during negotiations. (CO5)

5	**UNIT V: Emotional Intelligence, Culture, and Professional Relationships**	
	Concept and significance of emotional intelligence in negotiation; self-awareness, self-regulation, motivation, empathy, and social skills; cultural diversity and its impact on negotiation behaviour; communication across cultures, gender sensitivity, and multicultural interactions; managing difficult people, ethical negotiation practices, networking skills, and sustaining long-term professional relationships.	**Emotional Intelligence Competency:** Ability to demonstrate self-awareness, empathy, emotional control, and interpersonal sensitivity during negotiations. (CO4, CO5) **Cross-Cultural Competency:** Ability to recognize cultural and gender differences and adapt negotiation behaviour accordingly. (CO4, CO5) **Relationship Management Competency:** Ability to build professional relationships, manage difficult interactions, and sustain long-term business networks through ethical negotiation practices. (CO5)

	CO1	CO2	CO3	CO4	CO5
Quiz / Multiple Choice Questions	3	2	1	2	1
Classroom Exercise & Simulation	2	3	3	3	2
Case Studies /Project	2	3	2	3	3
Assignment / Presentation /Seminar/ Practical Log Book	3	2	3	2	2
Business News Analysis	2	2	1	2	3
Class Test	3	2	1	2	1
Experience Related learning activity	3	2	2	1	2

Feedback Process

References:

- Getting to Yes. (2011). *Getting to Yes: Negotiating Agreement Without Giving In* (3rd ed.). Penguin Books.
- Lewicki, R. J., Barry, B., & Saunders, D. M. (2021). *Negotiation* (8th ed.). McGraw-Hill Education.
- Thompson, L. (2020). *The Mind and Heart of the Negotiator* (7th ed.). Pearson Education.
- Kahneman, D. (2011). *Thinking, Fast and Slow*. Farrar, Straus and Giroux.
- Cialdini, R. B. (2021). *Influence: Science and Practice* (7th ed.). Pearson.
- Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). *Cultures and Organizations: Software of the Mind* (3rd ed.). McGraw-Hill.
- Goleman, D. (1998). *Working with Emotional Intelligence*. Bantam Books.

- Brett, J. M. (2014). *Negotiating Globally: How to Negotiate Deals, Resolve Disputes, and Make Decisions Across Cultural Boundaries* (3rd ed.). Jossey-Bass.

School of Commerce and Management	
Name of the Department	Faculty of Commerce and Management
Name of the Program	BBA Entrepreneurship & Family Business
Course Code	06280703
Course Title	Training and Development
Academic Year	4
Semester	7
Number of Credits	4
Course Prerequisite	The students must be familiar with the basic knowledge of Training and Development. The students must be familiar with the basic knowledge of Emotional Intelligence. The students must be ready to participate in different pedagogy adopted. The students must be participative.
Course Synopsis	This course provides an understanding of the role of training and the various forms training can take. Students develop a theoretical and applied understanding of training practices in Indian workplaces as well as a practical knowledge of instructional design.

Course Outcomes:

At the end of the course students will be able to:

CO1	Apply the method to conduct training needs analysis, identify gaps, and design training processes to address those gaps. (RBT-3)
CO2	Determine processes for assessing training needs. (RBT-5)

CO3	Design meaningful training and development processes using adult learning principles. (RBT-6)
CO4	Examine the method to design and implement training and development processes to enhance the effectiveness of individuals, teams, and organizations. (RBT-4)
CO5	Assume a training program using appropriate statistical methods and be able to present this effectively to management. (RBT-4)

Mapping of Course Outcomes (COs) to Program Outcomes (POs)& Program Specific Outcomes:

COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**
CO1								
CO2								
CO3								
CO4								
CO5								
Average								

Course Content:

L (Hours/Week)	**T (Hours/Week)**	**P (Hours/Week)**	**Total Hour/Week**
4	**4**	**0**	**4**

Unit	**Content & Competencies**	
1	**Training in Organizations and Training Need Analysis:** An overview of training; role of training and development in HRD; opportunities and challenges for training; training and organizational development; setting training objectives;Spiral model of training. Need to conduct Training Need Analysis (TNA), TNA Model, need assessment process: organizational analysis, person analysis, task	• Analyze organizational, task, and individual training needs using appropriate TNA techniques. Explain the role of training and development in enhancing organizational and employee performance.

	analysis; output of TNA, approaches to TNA: Proactive TNA, Reactive TNA.	
2	**Training Design and Evaluation:** Designing training programs: Organizational constraints, training objectives, facilitation of learning, facilitation of transfer; Post training: Training evaluation, Training impact on individuals and organizations, Evaluating Programmes, Participants, Objectives.	• Design training programs by aligning objectives, learning principles, and organizational requirements. Evaluate training effectiveness and assess its impact on individual and organizational performance.
3	**Training Methods:** Training methods: Lectures and demonstrations; Games and Simulations: Equipment simulators, business games, In-basket technique. Case studies, role play, behaviour modelling, Job instruction technique, apprenticeship, coaching, mentoring, experiential training, vestibule training; Computer based training methods.	• Select and apply appropriate training methods based on learning objectives and trainee characteristics. Compare traditional and technology-enabled training methods for workplace learning.
4	**Management Development:** Management development: concept, Strategies and management characteristics, management development implications, Types of management development programs, Development methods: Action learning, job rotation, executive development programs, special job assignments, team building, coaching, and mentoring.	• Assess various management development techniques for enhancing managerial competencies and leadership skills. • Recommend suitable development interventions to support employee growth and organizational effectiveness.
5	**Emerging Trends in Training and Development** Technology and Training (e-learning, virtual platforms, mobile learning, AI), Globalization and Cross-Cultural Training, Sustainability and Green Training Initiatives, Measuring Return on Investment (ROI) in Training, Ethical Issues in Training Design and Implementation.	• Examine the impact of emerging technologies and global trends on training and development practices. • Evaluate training initiatives in terms of ROI, sustainability, and ethical consideration

Note: The course plan included as an annexure has the details of each unit with the number of hours and mode of delivery and pedagogical approach.

Learning Strategies and Contact Hours

Learning Strategies	**Contact Hours**
Lecture	30
Seminar/Journal Club	
Small group discussion (SGD)	2
Self-directed learning (SDL) / Tutorial	2
Problem Based Learning (PBL)	3
Case/Project Based Learning (CBL)	2
Revision	1
Others If any:	-
Total Number of Contact Hours	40

Mapping of Assessment with COs

Nature of Assessment	**CO1**	**CO2**	**CO3**	**CO4**	**CO5**	**CO6**
Quiz	✓	✓	✓			
VIVA						
Assignment / Presentation			✓	✓		
Unit test					✓	
Practical Log Book/ Record Book						
Mid Semester Examination 1	✓	✓				

Mid Semester Examination 2			✓	✓		
University Examination	✓	✓	✓	✓	✓	
Feedback Process	1. Student's Feedback					
References:	(List of reference books)					

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA (L&SCM)
Course Code	06280704
Course Title	Service Marketing
Academic Year	2025-26
Semester	7
Number of Credits	4
Course Prerequisite	Student should have studied the course of Marketing Management.
Course Synopsis	Content and pedagogy of Services Marketing course aim at developing the same. Case studies, readings and exercises place participants in multiple industry settings and equip them with concepts and tools to make effective marketing decisions.
Course Outcomes: At the end of the course students will be able to:	
CO1	Illustrate the difference between service-based industry and product-based industries

CO2	Apply various models of Services marketing w.r.t. quality models to solve service related problems
CO3	Make use of positioning of services in marketing situations the communication mix elements in service industry
CO4	Inspect the importance of marketing mix and communication mix elements in services marketing
CO5	Evaluate the fundamentals of services marketing for the success of a service sector firm

Mapping of Course Outcomes (COs) to Program Outcomes (POs)& Program Specific Outcomes:

COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	
CO1									
CO2									
CO3									
CO4									
CO5									
Average									

Course Content:

L (Hours/Week)	**T (Hours/Week)**	**P (Hours/Week)**	**Total Hour/Week**
4	**0**	**0**	**4**

Unit	**Content & Competencies**	
1	Unit I: Foundations of Service Marketing: Definition and concept of service marketing, updated focus on the shift from product to experience-centric services, distinctive characteristics and classifications of services, extended service marketing mix (7 Ps), importance of customer experience in services	• Understand the fundamental principles of service marketing and its distinct challenges. Identify and explain the key elements of the service marketing mix.

2	Unit II: Customer Focus and Service Quality: Understanding consumer behavior in service settings, three-stage model of service consumption, service encounters, customer satisfaction and loyalty drivers, Net Promoter Score (NPS), Service Quality, SERVQUAL, introduction to AI-driven customer service interactions, and customer journey mapping. GAPs model of service quality	• Analyze customer behavior and identify key drivers of satisfaction and loyalty. Apply service quality frameworks, including SERVQUAL and GAP models, to real-world cases.
3	Unit III: Designing and Delivering Services: Service positioning and differentiation, updated strategies for creating a seamless service experience, value addition to service products, the flower of service, branding of service products, new service development, service blueprinting, and digital transformation in service delivery (automation, self-service technologies)	• Design and differentiate service products with a focus on customer value. Understand how digital tools can enhance service delivery efficiency.
4	Unit IV: Pricing and Communication in Services: Pricing strategies for services, ethical considerations in pricing, promotion and communication strategies, service advertising, updated use of digital marketing channels, distribution challenges in services, role of intermediaries, impact of influencer marketing and social media in services	• Develop appropriate pricing and communication strategies for different types of services. Leverage digital and social platforms for effective service communication.
5	Unit V: Managing People and Service Performance: Service employees' role in creating customer satisfaction, updated focus on employee empowerment and emotional labor in services, cycle of success, mediocrity, and failure, service leadership, managing service recovery and customer complaints, building	• Evaluate the role of employees in service delivery and customer satisfaction. Design strategies for service recovery and creating a positive service culture.

	a service culture, service performance management	

Note: The course plan included as an annexure has the details of each unit with the number of hours and mode of delivery and pedagogical approach.

Learning Strategies and Contact Hours:

Learning Strategies	**Contact Hours**
Lecture	30
Practical	0
Seminar/Journal Club	0
Small group discussion (SGD)	2
Self-directed learning (SDL) / Tutorial	2
Problem Based Learning (PBL)	2
Case/Project Based Learning (CBL)	2
Revision	2
Others If any:	0
Total Number of Contact Hours	40

Mapping of Assessment with COs

Nature of Assessment	**CO1**	**CO2**	**CO3**	**CO4**	**CO5**	**CO6**
Quiz	✓					
Assignment / Presentation					✓	
Unit test				✓	✓	
Mid Semester Examination 1	✓	✓				
Mid Semester Examination 2			✓	✓		

University Examination	✓	✓	✓	✓	✓	
Feedback Process	1. Student's Feedback					

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA (L&SCM)-
Course Code	06280705
Course Title	Income Tax
Academic Year	2025-26
Semester	7
Number of Credits	4
Course Prerequisites:	Basic understanding of Fundamentals of accounting, journal, ledger, profit & loss account, and balance sheet, Basic numerical and calculation skills required for tax computations, Understanding of income, business activities, and economic transactions and Basic concepts of trade, business organizations, and financial transactions
Course Synopsis:	The course aims to help students to gain basic understanding of principles and law governing the taxation statute. It will provide them knowledge of structure of direct tax, system, procedure and functioning of income tax related matters.
Course Outcomes: The Course aims to: 1. Explain the participants a broad understanding of direct tax law as applicable in India. 2. Provide practical knowledge of computation of total income, assessable value, tax liability, assessment procedures and functioning of taxation related matters as per the Income Tax Act, 1961. 3. Identify the concept of income tax as applicable to businesses 4. Outline the various deductions available for tax planning and management 5. Illustrate the filing of returns and other modes of tax collection	
CO1	Infer the provision of Income Tax law as applicable in India

CO2	Compute the different sources of income with respect to specific heads of earning
CO3	Apply their understanding about income tax in business related decisions
CO4	Make use of concept to manage tax and do tax planning
CO5	Compute the total income earned and tax liability arising there on to file the returns

Program Outcome / Course Outcome mapping:

	PO1	PO2	PO3	PO4	PO5
CO1					
CO2					
CO3					
CO4					
CO5					

Course Content:

L (Hours/Week)	**T (Hours/Week)**	**P (Hours/Week)**	**Total Hour/Week**
4	**0**	**0**	**4**

Unit	**Content**	**Competencies**
1	Basic concepts of income tax, Definitions: Person, Assessee, Previous year, Assessment year, bill, Finance Act , Residential status and tax incidence of an individual, scope of total income, income exempted from tax under section 10. Unit-II:	● Define income tax and explain its significance in the context of taxation. ● Explain the criteria for determining the residential status of an individual for tax purposes.
2	Income from salaries: Basic salary, allowances, perquisites, provident funds, retirement benefits,, income from house property: GAV, NAV, Deductions, profits and gains of business and profession:	● Discuss the allowable and inadmissible expenses for calculating profits and gains of business and profession.

	Expenses allowed as deduction, Inadmissible expenses	• Apply knowledge of income from salaries to calculate the taxable income based on the components and exemptions.
3	Income from capital gains: Capital assets, Transfer, STCG, LTCG, Exemption under section 54/54B/54EC/54F, income from other sources, set off and carry forward of losses, clubbing of income	• Apply the provisions of specific sections (e.g., 54, 54B, 54EC, 54F) to determine the eligibility for exemptions and calculate the taxable income. • Analyze the concepts of set-off and carry forward of losses and the clubbing of income in relation to capital gains.
4	Provisions of deductions under chapter VI-A, meaning of gross total income, total taxable income, assessment of individuals & Hindu Undivided Family	• Apply knowledge of deductions under Chapter VI-A to identify and calculate eligible deductions for reducing taxable income. • Analyze the assessment process for individuals and HUFs, including the roles of income tax returns, tax authorities, and compliance requirements.
5	Deduction of tax at source, Collection of tax at source, advanced payment of tax	• Apply the provisions of deductions of tax at source (TDS) to determine the applicable rates and procedures for deducting tax from

		different types of payments. ● Analyze the benefits and consequences of advanced payment of tax for taxpayers, including the avoidance of interest and penalties.

Note: The course plan included as an annexure has the details of each unit with the number of hours and mode of delivery and pedagogical approach.

Learning Strategies and Contact Hours:

Learning Strategies	**Contact Hours**
Lecture	30
Practical	0
Seminar/Journal Club	0
Small group discussion (SGD)	2
Self-directed learning (SDL) / Tutorial	2
Problem Based Learning (PBL)	2
Case/Project Based Learning (CBL)	2
Revision	2
Others If any:	0
Total Number of Contact Hours	40

Mapping of Assessment with COs

Nature of Assessment	**CO1**	**CO2**	**CO3**	**CO4**	**CO5**	**CO6**
Quiz	✓					
Assignment / Presentation					✓	
Unit test				✓	✓	

Mid Semester Examination 1	✓	✓					
Mid Semester Examination 2			✓	✓			
University Examination	✓	✓	✓	✓	✓		
Feedback Process	1. Student's Feedback						

Text Books:

1. Harold Koontz & Heinz Weihrich, *Essentials of Management*, Tata Mcgraw Hill.
2. D.N Diwvedi, Economic Theory and Applications, Pearson Education, Delh
3. Harold Koontz & Heinz Weihrich, *Essentials of Management*, Tata Mcgraw Hill.
4. Stephen F.Robbins Mary Coulter– *Management* – Prentice Hall of India Pvt. Ltd
5. Petersen, Craig H., W. Chris Lewis and Sudhir K. Jain, Managerial Economics, Pearson Education, Delhi
6. Dr. Vinod Kumar Singhania, Corporate Tax Planning, Taxmann's Publication
7. Dr. Girish Ahuja & Dr. Ravi Gupta, Simplified approach to Corporate Tax Planning & Management, Wolters Kluwer

Reference Books:

1. Dr. H.C. Mehrotra, Corporate Tax Planning and Management, Sahitya Bhawan Publication, Agra
2. Mr. Sandeep K Sahu, A summarised notes on income tax law
3. CA Raj kumar Agarwal, Handbook on income tax, Bharat's Publication
4. Dr. Yogendra Bangar, a comprehensive guide to Taxation, Bangar's Publication
5. Dr. Girish Ahuja & Dr. Ravi Gupta, Systematic approach to income tax, Wolters Kluwer

Links to websites:

- www.incometax.gov.in

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA (L&SCM)
Course Code	6270704
Course Title	Behavioural Finance
Academic Year	3
Semester	7
Number of Credits	4
Course Prerequisite	Basic understanding of Financial Management, Economics, and Investment concepts.
Course Synopsis	This course introduces students to the concepts of Behavioural Finance and its role in understanding financial decision-making. The course explains how psychological, emotional, and cognitive factors influence investor behaviour and financial markets. Students will learn about behavioural biases, heuristics, market anomalies, prospect theory, and investor psychology. The course also explores applications of behavioural finance in investment decisions, portfolio management, and financial planning.
Course Outcomes: After completing the course the students will be able to	

CO1	Understand the concepts, scope, and importance of Behavioural Finance.
CO2	Identify psychological and emotional factors affecting investor decision-making.
CO3	Analyze behavioural biases and heuristics in financial markets.
CO4	Evaluate market anomalies and investor behaviour using behavioural finance theories.
CO5	Apply behavioural finance concepts in investment and portfolio management decisions.
Mapping of Course Outcomes (COs) to Program Outcomes (POs)& Program Specific Outcomes:	

COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	
CO1									
CO2									
CO3									
CO4									
CO5									
Average									

Course Content:			
L (Hours/Week)	**T (Hours/ Week)**	**P (Hours/Week)**	**Total Hour/Week**
3	**1**	**0**	**4**

Unit	**Content**	**Competencies**
1	Introduction to Behavioural Finance: Meaning, nature, scope and importance; Traditional finance vs behavioural finance; Rationality and investor behaviour; Efficient Market Hypothesis.	• Understand the fundamentals of behavioural finance. • Differentiate between traditional and behavioural finance. • Explain rational and irrational investor behaviour. • Understand market efficiency concepts.
2	Psychology and Financial Decision-Making: Cognitive psychology, emotions and financial decisions; Heuristics and biases; Overconfidence bias, anchoring, representativeness and availability bias.	• Identify psychological influences on investment decisions. • Analyze common behavioural biases. • Understand the role of emotions in financial markets. • Apply behavioural concepts to investor decision-making.
3	Prospect Theory and Market Anomalies: Prospect theory, loss aversion, framing effect; Mental accounting; Market anomalies and behavioural explanations.	• Explain prospect theory and loss aversion. • Understand framing and mental accounting concepts. • Analyze market anomalies.

		• Evaluate behavioural explanations for market behaviour.
4	Investor Behaviour and Portfolio Decisions: Investor sentiment; Herd behaviour; Behavioural portfolio theory; Risk perception and investment decisions.	• Analyze investor sentiment and herd behaviour. • Understand behavioural portfolio theory. • Evaluate risk perception among investors. • Apply behavioural concepts in portfolio decisions.
5	Applications of Behavioural Finance: Behavioural finance in personal finance, financial planning and corporate finance; Behavioural investing strategies; Future trends in behavioural finance.	• Apply behavioural finance in personal and corporate finance. • Develop behavioural investment strategies. • Evaluate practical applications of behavioural finance. • Understand emerging trends in behavioural finance.

Note: The course plan included as an annexure has the details of each unit with the number of hours and mode of delivery and pedagogical approach.

Teaching - Learning Strategies and Contact Hours

Teaching - Learning Strategies	**Contact Hours**
Lecture	45
Tutorial	15
Seminar/Journal Club	2
Small group discussion (SGD)	2
Self-directed learning (SDL) / Tutorial	2
Problem-Based Learning (PBL)	10
Case/Project Based Learning (CBL)	2
Revision	2
Others If any:	
Total Number of Contact Hours	60

Assessment Methods:

Formative	**Summative**
Assignment	End Semester Examination
Case Based Presentation	
Project	
Business News Analysis	
Mid Semester Examination	

Mapping of Assessment with COs

Nature of Assessment	**CO1**	**CO2**	**CO3**	**CO4**	**CO5**
Assignment	✓	✓			✓
Case Based Presentation		✓	✓	✓	
Project			✓	✓	✓
Business News Analysis	✓			✓	
Mid Semester Examination					
End Semester Examination	✓	✓	✓	✓	✓
Student's Feedback					
(List of reference books)					
1. Behavioural Finance – Lucy Ackert & Richard Deaves – Cengage Learning 2. Beyond Greed and Fear – Hersh Shefrin – Oxford University Press 3. Behavioural Finance and Wealth Management – Michael M. Pompian – Wiley 4. Thinking, Fast and Slow – Daniel Kahneman – Penguin Books					

5. Misbehaving: The Making of Behavioural Economics – Richard H. Thaler – W. W. Norton & Company

6. Behavioural Finance: Psychology, Decision-Making and Markets – Lucy Ackert & Richard Deaves – South-Western

7. The Little Book of Behavioral Investing – James Montier – Wiley

8. Advances in Behavioral Finance – Richard H. Thaler – Princeton Univer

Semester VIII

For Students opting for BBA (Logistics and Supply Chain Management) (Honours)	
06280801	Change Management
06280802	Big Data and Decisions
6280805	Strategic HRM
6280806	Digital and Social Media Marketing
6280807	Security Analysis and Portfolio Management
6270801	Business Ethics and Corporate Governance

For Students opting for BBA (Logistics and Supply Chain Management) (Honours/Honours with Research)	
06280803	Fundamentals of Econometrics
	Minor
06280804	Dissertation

SGT Global Business School	
Name of the Department	Commerce and Management
Name of the Program	BBA (L&SCM)-
Course Code	06280801
Course Title	Change Management
Academic Year	2025-26
Semester	8
Number of Credits	4
Course Prerequisite	Basic knowledge of Human Resource Management
Course Synopsis	This course introduces students to the concepts and practices of Change Management in organizations. It focuses on understanding organizational change, diagnosing readiness, managing resistance, and implementing effective change interventions. The course also examines leadership, ethical issues, and contemporary challenges in managing change in dynamic and global environments.

Course Outcomes:

At the end of the course, students will be able to:

CO1	Understand the concepts, types, and drivers of organizational change.
CO2	Diagnose organizational culture and readiness for change.
CO3	Apply change interventions to manage resistance and facilitate change.
CO4	Analyze structural, technological, and performance-driven change initiatives.
CO5	Evaluate leadership and ethical challenges in managing organizational change.

Mapping of Course Outcomes (COs) to Program Outcomes (POs)& Program Specific Outcomes:

Cos	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	3	2	1	2		3	1	2	
CO2	2	3			2	3	3	2	1
CO3	2	3		1	2	3	3	3	2
CO4	1	3			2	2	3	3	3
CO5	2	3	2	2	3	3	3	3	3
Average	2	2.8	1.33	1.75	2.25	2.8	2.6	2.6	2.25

Course Content:

L (Hours/Week)	T (Hours/Week)	P (Hours/Week)	Total Hour/Week
2	1		3

UNIT	Content	Competencies
1	Introduction to Change Management: Meaning, nature, scope, and types of organizational change; drivers of change in contemporary organizations; planned versus emergent change; overview of key change models (Lewin's Change Model, Action Research); evolution of Change Management with reference to Organizational Development (OD); values and assumptions of planned change.	• Ability to distinguish between different types and drivers of organizational change • Capability to apply major change models such as Lewin's and Action Research • Understanding of the linkage between Change Management and Organizational Development
2	Organizational Culture and Change Diagnosis Organizational culture and its role	• Ability to assess organizational culture and its impact on change initiatives

	in change; cultural dimensions influencing change; managing change in global and cross-cultural contexts; change diagnosis and data collection methods; readiness for change; use of data analytics and AI tools for diagnosing organizational issues and change preparedness.	• Capability to diagnose change readiness using qualitative and data-driven methods • Understanding of managing change in global and cross-cultural contexts
3	Human Process Interventions for Managing Change Human process interventions as change tools—team building, process consultation, coaching and mentoring; role-focused and intergroup interventions; managing resistance to change; third-party interventions and conflict management; application of OD interventions in change initiatives.	• Ability to apply human process interventions to facilitate organizational change • Capability to manage resistance, conflict, and intergroup issues during change • Understanding of the practical application of OD interventions in change initiatives
4	Structural, Technological, and Performance-Driven Change Techno-structural interventions including work redesign, self-managed teams, quality of work life (QWL), and Total Quality Management (TQM); building high-performance work culture (HPWC); organizational transformation; integrating sustainability into organizational structures; impact of digitalization, automation, and AI on organizational design and employee roles.	• Ability to design and evaluate techno-structural change interventions • Capability to integrate sustainability and high-performance work practices • Understanding of the impact of digitalization, automation, and AI on organizations.
5	Leadership and Contemporary Issues in Change Management: Role of leadership and change	• Ability to lead and support change as a leader or change agent

	agents in managing change; ethical issues, power, and organizational politics in change processes; managing change during mergers, acquisitions, and strategic alliances; change management in dynamic and uncertain environments; emerging trends in Change Management—hybrid workplaces, remote teams, cross-border collaboration, and sustainable transformation.	• Capability to address ethical issues, power, and politics in change processes • Understanding of contemporary change challenges in dynamic and global environments

	CO1	CO2	CO3	CO4	CO5	
Quiz / Multiple Choice Questions	✓	✓	✓	✓	✓	
Classroom Exercise & Simulation		✓	✓			
Case Studies /Project		✓	✓	✓		
Assignment / Presentation /Seminar/ Practical Log Book			✓	✓	✓	
Business News Analysis	✓	✓	✓			
Class Test	✓	✓	✓	✓	✓	
Subjective assessment	✓	✓	✓	✓	✓	
Feedback Process	1. Student's Feedback					

References:

(List of reference books)

- Burnes, B. (2020). *Managing change* (8th ed.). Pearson Education.
- Cameron, E., & Green, M. (2019). *Making sense of change management* (5th ed.). Kogan Page.
- Cummings, T. G., & Worley, C. G. (2019). *Organization development and change* (10th ed.). Cengage Learning.
- French, W. L., Bell, C. H., & Zawacki, R. A. (2005). *Organization development and transformation: Managing effective change* (6th ed.). McGraw-Hill.

- Hayes, J. (2022). *The theory and practice of change management* (6th ed.). Palgrave Macmillan.
- Kotter, J. P. (2012). *Leading change*. Harvard Business Review Press.
- Schein, E. H. (2017). *Organizational culture and leadership* (5th ed.). Wiley.
- Senior, B., & Swailes, S. (2020). *Organizational change* (6th ed.). Pearson Education.

School of Commerce and Management	
Name of the Department	Faculty of Commerce and Management
Name of the Program	BBA (L&SCM)-
Course Code	06340802
Course Title	Big Data and Decisions
Academic Year	2025-26
Semester	VIII
Number of Credits	4
Course Prerequisite	Basic knowledge of Analytics.
Course Synopsis	The objective big data analytics is to help student gain insights and make more informed decisions. By analyzing large, complex sets of data, student can identify patterns and trends that would not be visible using traditional analytical techniques, helping them to improve efficiency, enhance customer experiences, manage risk, and gain a competitive advantage.

Course Outcomes:

At the end of the course students will be able to:

CO1	Examine the leveraging big data technologies and techniques, businesses can gain valuable insights and competitive advantages, improving operational efficiency, developing new products and services, and creating personalized customer experiences
CO2	Explain the Hadoop ecosystem that provides a wide range of tools and technologies for storing, processing, and analyzing large datasets
CO3	Illustrate the function of GPUs for accelerating data processing and analysis, particularly for tasks that require large amounts of data to be processed in parallel
CO4	Utilize Spark, a powerful framework for distributed computing and data processing, particularly for large-scale data analytics and machine learning applications
CO5	Make use of Spark SQL and Graph, powerful tools for data processing and analysis, particularly for structured data and graph data, respectively

Mapping of Course Outcomes (COs) to Program Outcomes (POs)& Program Specific Outcomes:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	
CO1									
CO2									
CO3									
CO4									
CO5									
Average									

Course Content:

L (Hours/Week)	T (Hours/Week)	P (Hours/Week)	Total Hour/Week
3	**1**		**4**

Unit	Content & Competencies
1	1. Explain characteristics of Big Data Big Data Analytics. (C2) 2. Typical Analytical Architecture and requirement for new analytical architecture. (C2) 3. What are the Challenges in Big Data Analytics. (C2)
2	1. Explain Hadoop , Requirement of Hadoop Framework, Explain design principle of Hadoop, describe hadoop components , Hadoop 1 vs Hadoop 2, Hadoop Daemon's. (C2) 1. Describe HDFS Commands, Map Reduce Programming: I/O formats, Map side join, Reduce Side Join, Secondary sorting, Pipelining MapReduce jobs. (C2) 1. Define Hadoop Ecosystem, Introduction to Hadoop ecosystem technologies, Serialization: AVRO, Co-ordination: Zookeeper, Databases. HBase, Hive, Scripting language: Pig, Streaming: Flink, Storm. (C2)

3	1. Analyse the concept of GPU Computing, CUDA Programming Model, CUDA API, Simple Matrix, Multiplication in CUDA, CUDA Memory Model. (C2) 2. Describe Shared Memory Matrix Multiplication, Additional CUDA API Features. (C2)
4	1. Apply the concept of Data Analysis with Spark Shell, Writing Spark Application. (C5) 2. Apply the concept of Spark Programming in Scala, Python, R, Java. (C5)
5	1. Evaluate the concept of SQL, Importing and Saving data, Data frames using SQL. (C5) 2. Analyse the concept of GraphX overview, Create Graph and Graph Algorithms.(C5) 3. Evaluate the concept of Spark Streaming Overview, Errors and Recover, Streaming Source and Streaming live data with spark(C5)

Learning Strategies and Contact hours

Learning Strategies	Contact Hours
Lecture	20
Practical	2
Seminar/Journal Club	2
Small group discussion (SGD)	
Self-directed learning (SDL) / Tutorial	
Problem Based Learning (PBL)	2
Case/Project Based Learning (CBL)	2
Revision	2
Others If any:	
Total Number of Contact Hours	30

Assessment Methods:

Formative
Multiple Choice Questions (MCQ)
Viva-voce
Objective Structured Practical Examination (OSPE)
Quiz
Seminars
Problem Based Learning (PBL)
Journal Club
Objective Structured Practical Examination (OSPE)
Practical Examination & Viva-voce

Mapping of Assessment with COs

	CO1	CO2	CO3	CO4	CO5	CO6
Quiz		✓				
VIVA						
Assignment / Presentation	✓		✓			
Unit test		✓	✓			
Practical Log Book/ Record Book		✓				
Feedback Process	1. Student's Feedback					

(List of reference books)

1. Frampton M. Mastering Apache Spark. Packt Publishing; 2015.
2. White T. Hadoop: The Definitive Guide. O'Reilly; 2015.
3. Pentreath N. Machine Learning with Spark. Packt Publishing; 2015.

School of Commerce and Management	
Program Name	BBA (L&SCM)
Academic Year	2025-26
Semester	8
Course	Strategic Human Resource Management
Course Code	6280805
Number of Credits	4
Course Synopsis	The HR managers are expected to contribute to business strategies unlike in the past. The course will enable students to understand and to appreciate various HR strategies that are to be linked/ aligned to business strategies and help the organizations to attain higher level of growth. The syllabus would be involving a blend of Student seminar, Cases, Discussions; Problem based exercises, and other andragogy according to the topics and students understanding. Excel classes will be conducted for the student under this subject.

Course Outcomes:

To develop and Comprehend the role of HR planning as part of important strategy in linking with business strategy/ goals of organization.

CO1	Choose the right outsourcing strategies for better financial and effective performances of the organisations.
CO2	Analyse and Comprehend on the requirements of diversity in organization and develop strategies for implementation.
CO3	Recognize the importance of strategic human resource planning and acquisition in the course of accomplishing business strategy.
CO4	Manage and motivate employees using the basic principles of strategic human resource management.
CO5	Assess the global human resources environment in which your organization operates. Forecast the human resource needs of your organization or department.

Course Content:

L (Hours/Week)	T (Hours/Week)	P (Hours/Week)	Total Hour/Week
3	**1**		**4**
Unit	**Content**	**Competencies**	
1	Introduction to Strategic Human Resource Management , Business/Corporate plan Environmental scanning for framing business plan/strategies, Universal, Contingency, and Configurational views on Strategic Human Resource Management, Linkage with Macro business forecasting process - Factors influencing Human Resource planning, Role of Human resource in Organizations	Understand the concept and importance of Strategic Human Resource Management (SHRM). • Analyze the relationship between business strategy and HR strategy. • Apply environmental scanning techniques for business planning. • Explain the linkage between HR planning and macro business forecasting. • Identify factors influencing Human Resource Planning. • Evaluate the role of HR in achieving organizational goals and competitiveness.	
2	Changing Role of Human Resource Professionals, Strategic framework for VUCA environments, Human Resource Management flexibility to manage VUCA environment, Techniques for forecasting demand & Supply of Human Resource for aiding business requirements – competitive edge, Building and sustaining Organizational - Human Resource strategy, Outsourcing Strategy – issues, challenges , Downsizing & Restructuring as strategic options for better growth	Examine the changing role of HR professionals in modern organizations. • Understand strategic HR frameworks for managing VUCA environments. • Develop HR flexibility strategies to handle uncertainty and change. • Apply techniques for forecasting HR demand and supply. • Formulate HR strategies for sustaining organizational growth and competitive advantage. • Analyze outsourcing strategies, issues, and challenges. • Evaluate downsizing and restructuring as strategic business options.	

3	Current approaches to measuring HR and reporting value from HR contributions, Strategic HR Metrics versus Benchmarking, HR Scorecards & Workforce Scorecards and how they are different from HR Analytics, HR Maturity Framework: From level 1 to level 5, HR Analytics Frameworks: (a) LAMP framework; (b) HCM:21 Framework and (c) Talentship Framework, 5 overarching components of an effective Analytics framework	Understand the importance of HR measurement and reporting systems. • Differentiate between HR Metrics, Benchmarking, HR Scorecards, Workforce Scorecards, and HR Analytics. • Apply HR maturity frameworks for organizational assessment. • Analyze various HR Analytics frameworks such as LAMP, HCM:21, and Talentship Frameworks. • Identify components of an effective HR Analytics framework. • Interpret HR data for strategic decision-making and performance improvement.
4	Retention strategies for organizational growth, Managing Diversity- Diversity as a strategic tool, Applying Balanced Scorecard to Human Resource, Determining person-organization fit & person-job fit, Employee entry & socialization, Local issues in Staffing, Career Planning Systems, Organization Culture Building	Design retention strategies for organizational growth. • Understand diversity management as a strategic organizational tool. • Apply the Balanced Scorecard approach to HR management. • Assess person-job fit and person-organization fit. • Explain employee entry, induction, and socialization processes. • Analyze local staffing issues and career planning systems. • Develop strategies for organizational culture building and employee engagement.
5	Social Accountability, Sustainability and Human Resource Management, Human Resource Risk Management, User needs analysis , Technology as an enabler, Internationalization: Context, Strategy, Structure and Processes, Managing an International Staff, Multi Rater	Understand social accountability and sustainability practices in HRM. • Identify HR risks and develop risk management strategies. • Conduct user needs analysis in HR systems. • Evaluate technology as an enabler of HR functions. • Understand internationalization strategies and global HR processes. • Manage international staffing and

	Feedback Systems, Employment Relationships in different contexts , Managing Exit, Human Resource Implications in current scenario	multicultural workforce issues. • Apply multi-rater feedback systems in performance management. • Analyze employment relationships in diverse organizational contexts. • Understand HR implications of employee exit and separation management.

Textbook:D.N Diwvedi, Economic Theory and Applications, Pearson Education, Delh

Text Books:

Strategic Human Resources Planning, 6e, Monica Belcourt, Kenneth James McBey, National Education Limited, 2015.

Harold Koontz & Heinz Weihrich, *Essentials of Management*, Tata Mcgraw Hill.

Harold Koontz & Heinz Weihrich, *Essentials of Management*, Tata Mcgraw Hill.

Stephen F.Robbins Mary Coulter– *Management* – Prentice Hall of India Pvt. Ltd

Petersen, Craig H., W. Chris Lewis and Sudhir K. Jain, Managerial Economics, Pearson Education, Delh

Reference Books:

Aligning Human Resources and Business Strategy, Linda Holbeche, Routledge, 2001.

International Human Resource Management, 6e, Peter Dowling, Marion Festing & Allen D. Engle, Cengage Learning, 2013.

Understanding and Managing Diversity: Readings Cases and Exercises, 6e, Carol P. Harvey, M. June Allard, Pearson, 2014.

Journals: https://www.shrm.org/resourcesandtools/tools-and samples/toolkits/pages/practicingstrategichumanresources.aspx

https://www.researchgate.net/publication/237935309_How_Executive_SHRM_System_Links_to_Firm_Performance_The_Perspectives_of_Upper_Echelon_and_Competitive_Dynamics

https://journals.indexcopernicus.com/search/details?id=31788

Case Study:

Talent Poaching: How to lure a star employee to work for you. Page: 161-62. (Textbook)

A downsizing decision at the department of public works – page-286-88 (Textbook)

Dell computers (A) – Field services for corporate clients (HBS, 2007)

Sonoco Products Co (A): Building a world class HR Organization (2005)

Sun Microsystems Page: 135 (Textbook) Infosys (A): Strategic Human Resource Management (HBS case study, 2006) Becton Dickinson (E): An Assessment of Strategic Human Resource Management Profiling (HBS case study, 2017)
Links to websites: https://www.shrm.org/ http://www.publishingindia.com/jshrm/
Evaluation Scheme:
Class participation and attendance 05 marks
Mid Term Exam 20 marks
Assignment 05 marks
Team Project Presentation 10 marks
Term-End Exam 60 marks
Total 100 marks

Program Outcome / Course Outcome mapping

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**
CO1								
CO2								
CO3								
CO4								
CO5								

1 – Weakly mapped
2 – Moderately mapped
3 – Strongly mapped

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA (L&SCM)
Course Code	6280806
Course Title	Digital and Social Media Marketing
Academic Year	2025-26
Semester	8
Number of Credits	4
Course Prerequisite	Student should have studied the course of Marketing Management.
Course Synopsis	The content of digital marketing course aims at developing the students for making digital marketing plans in order to manage a digital marketing performance efficiently.

Course Outcomes:

At the end of the course students will be able to:

CO1	Outline the basics of digital marketing and digital marketing plan. (RBT - 2)
CO2	Choose the appropriate social media for achieving the objectives of the campaign. (RBT - 3)
CO3	Appraise the SEO and SEM efforts of any business organization. (RBT - 5)
CO4	Explain Mobile Marketing and Web Analytics pertaining to any business. (RBT - 5)
CO5	Design and run a digital marketing campaign for a client. (RBT - 6)

Mapping of Course Outcomes (COs) to Program Outcomes (POs)& Program Specific Outcomes:

COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	
CO1									
CO2									

CO3									
CO4									
CO5									
Average									

Course Content:			
L (Hours/Week)	T (Hours/Week)	P (Hours/Week)	Total Hour/Week
4	1	0	4

Unit	Content & Competencies
1	1.Define Digital Marketing (C1) 2.Describe Moving from Traditional to Digital Marketing, Integrating Traditional and Digital Marketing. (C2) 3.Explain Introduction to digital marketing communication, different types of digital media channels. (C1) 4.Describe Digital marketing applications and benefits, Digital marketing framework(C2)
2	1.Explain Online Marketing Strategy Development(C1) 2.Define Online marketing strategy (C1) 3.Describe Online marketing strategy groundwork, (C2) 4.Defining the online marketing mix, offering mix for digital, Digital pricing models, (C1) 5. Analyze Channels of purchase-reaching the e-consumer, (C4) 6.Describe Managing promotional channels, developing the extended Ps-People, Process, Programs and Performance(C2)
3	1.Describe Online marketing communications and channel mix, Online marketing planning development, (C2) 2.Understanding digital media planning terminology, Digital media planning stages, Designing the communication mix, Marketing communications from mass market to mass customized (C2) 3.Analyze Steps to creating marketing communications strategy, (C4)

	4.Understanding marketing operations set-up, Understanding digital marketing conversion, Basics of lead generations and conversion marketing, Lead nurturing and lead scoring concepts, (C2) 5. Setting up for conversion from web page to landing page. (C3)
4	1.Explain Online marketing Campaign Management (C1) 2.Describe Basic elements of digital campaigns, Basic elements of digital campaign management, (C1) 3.Define Campaign planning and budgeting, (C1) 4.Analyze Campaign set-up and launch, Campaign monitoring and reconciliation (C4) 5.Define Traffic building: SEO- Search engine optimization fundamentals(C1) 6.Describe Introduction to keywords, definition, importance, Types of Key words, on page SEO and off page SEO. Types of traffic, paid search and organic search. Introduction to Google AdWords. (C2)
5	1.Explain Importance of social media, Goal Setting, Strategy and Plan, Social Listening, Developing content marketing and engagement strategy for your brand, (C1) 2.Define Social media communication (C1) 3.Describe Introduction to Facebook Marketing, Instagram Marketing, Snapchat Marketing, Affiliate Marketing, E-mail Marketing and Mobile Marketing. Trust, Privacy and Ethics in digital marketing. (C2)

Learning Strategies and Contact Hours

Learning Strategies	Contact Hours
Lecture	22
Practical	7
Seminar/Journal Club	-
Small group discussion (SGD)	-
Self-directed learning (SDL) / Tutorial	-
Problem Based Learning (PBL)	-
Case/Project Based Learning (CBL)	5

Revision	6
Others If any:	
Total Number of Contact Hours	40

Assessment Methods:

Formative
Multiple Choice Questions (MCQ)
Quiz
Seminars
Group Discussion/ Role play
Practical Hands-On Assessment & Viva-voce

Mapping of Assessment with COs

Nature of Assessment	CO1	CO2	CO3	CO4	CO5	CO6
Quiz						
VIVA						
Assignment / Presentation						
Unit test						
Practical Log Book/ Record Book						
Feedback Process	• Student's Feedback					
References:	(List of reference books)					
	Reference Books: 1. Gupta S. Digital Marketing. McGraw Hill Education. 2. Das A. Applications of Digital Marketing for Success in Business. BPB Publications. 3. Miller M. B2B Digital Marketing. Pearson Publication.					

	4. Dodson I. The Art of Digital Marketing. Wiley Publication.

Faculty Of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA (L&SCM)
Course Code	06280807
Course Title	Security Analysis and Portfolio Management
Academic Year	2025-26
Semester	8
Number of Credits	4
Course Prerequisite	Basic knowledge of finance, Statistics, Excel
Course Synopsis	This course provides a broad overview of the theory of financial markets and investment management, focusing on the application of portfolio theory to the issue faced by portfolio managers and investors in general.

Course Outcomes:

At the end of the course students will be able to:

CO1	Understanding the basic financial concepts and metrics, investment decision-making process, portfolios theories.
CO2	Applying quantitative techniques in investment portfolios using tools such as mean-variance analysis and beta.
CO3	Analyzing securities and markets through the application of fundamental and technical analysis techniques to derive informed investment decisions.
CO4	Evaluating portfolio performance using performance metrics such as Sharpe Ratio, Treynor Ratio, and Jensen's Alpha.
CO5	Developing a well-diversified investment portfolio incorporating various investment vehicles based on relevant indicators.

Mapping of Course Outcomes (COs) to Program Outcomes (POs)& Program Specific Outcomes:												
COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**				
CO1												
CO2												
CO3												
CO4												
CO5												
CO6												
Average												

Course Content:			
L (Hours/Week)	**T (Hours/Week)**	**P (Hours/Week)**	**Total Hour/Week**
4	**0**	**0**	**4**

Unit	**Content**	**Competencies**
1	**Introduction to Investment:** Meaning, Nature and Scope; Investment Vs Speculation; Investment Decision Process; Investment Alternatives.	• Demonstrate understanding of investment fundamentals by distinguishing investment from speculation and outlining the investment decision-making process. • Evaluate various investment alternatives in terms of nature, scope and suitability for different financial objectives.
2	**Understanding Risk and Return** Investment Risks: Interest Risk, Inflation Risk, Default Risk. Systematic and Unsystematic; Expected Return-mean-variance approach; risk return trade off.	• Analyze different types of investment risks — including interest, inflation, default, systematic and unsystematic risk — and explain the risk-return trade-off.

	Techniques of Risk Measurement. Concept of Beta: geared and ungeared beta.	• Apply expected return and variance concepts to calculate and interpret investment risk and return metrics.
3	**Portfolio Construction & Analysis** Markowitz Model: Capital Assets Pricing Model; Sharpe Single Index Model (Decomposition of total risk into systematic and unsystematic), Arbitrage Pricing theory. Portfolio Revision: Performance evaluation Managed Portfolio: Sharp Ratio; Treynor Ratio; Jensen's Alpha.	• Construct and assess diversified portfolios using modern investment models such as Markowitz's mean-variance and CAPM to optimize risk-adjusted returns. • Evaluate portfolio performance using Sharpe, Treynor and Jensen measures to determine effectiveness of investment strategies. • Evaluate portfolio performance using relevant metrics and compare it to benchmarks.
4	**Fundamental Analysis** Economic Analysis, Industry Analysis and Company Analysis. Valuation of Securities (Share and Debentures): Intrinsic value of Shares, Bond Valuation, Bond Yields: Current Yield, Yield to Maturity.	• Conduct fundamental analysis by assessing economic, industry and company factors that influence security valuation. • Estimate intrinsic values of equity and debt instruments, including share valuation and bond yields such as current yield and yield to maturity.
5	**Technical Analysis** Efficient Market Hypothesis, Random Walk Theory, Dow Jones Theory, Elliot Wave Theory, Trends, Indicators, Indices and moving averages applied in Technical Analysis.	• Apply technical analysis tools — including Dow Theory, trends, indicators, indices and moving averages — to interpret market behavior and price patterns. • Explain the Efficient Market Hypothesis and Random Walk Theory to assess the limitations and effectiveness of technical trading strategies.

Note: The course plan included as an annexure has the details of each unit with the number of hours and mode of delivery and pedagogical approach.

	CO1	**CO2**	**CO3**	**CO4**	**CO5**	**CO6**
Quiz				•	•	
VIVA						
Assignment / Presentation			•	•	•	
Unit test						
Practical Log Book/ Record Book						
Mid Semester Examination 1	•	•				
Mid Semester Examination 2						
University Examination	•	•	•	•	•	
Feedback Process	Student's Feedback					
References:	1. Alexander GJ, Sharpe WF, Bailey JV. Fundamentals of Investments. 3rd Edition. 2. Fabozzi FJ, Markowitz HM, Gruber MJ, Brown SJ, Goetzmann WN. The Theory and Practice of Investment Management: Asset Allocation, Valuation, Portfolio Construction, and Strategies. 3. Elton EJ, Gruber MJ, Brown SJ, Goetzmann WN. Modern Portfolio Theory and Investment Analysis. 9th Edition. 4. Maginn JL, Tuttle DL, McLeavey DW, Pinto JE. Managing Investment Portfolios: A Dynamic Process. 3rd Edition.					

Name of the Program	BBA (L&SCM)-
Course Code	6270801
Course Title	Business Ethics and Corporate Governance
Academic Year	2025-26
Semester	VIII
Number of Credits	4
Course Prerequisite	Basic understanding of business management principles and concepts.
Course Synopsis	This course explores the ethical dimensions of business decision-making. Students will examine ethical theories, corporate social responsibility, and ethical challenges in various business functions
Course Outcomes: At the end of the course students will be able to:	
CO1	CO1: Understand the concept of ethics and its relevance in
CO2	Analyze ethical dilemmas and challenges in business
CO3	Apply ethical frameworks and theories to business decision-
CO4	Evaluate the impact of ethical decisions on stakeholders
CO5	Develop ethical leadership qualities

Mapping of Course Outcomes (COs) to Program Outcomes (POs)& Program Specific Outcomes:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8		
CO1										
CO2										

CO3										
CO4										
CO5										
Average										

Course Content:			
L (Hours/Week)	**T (Hours/Week)**	**P (Hours/Week)**	**Total Hour/Week**
3	1	0	4

Unit	**Content**	**Competencies**
1	Foundations of Business Ethics: Concept of ethics, morality, and values, Business ethics as a field of study, Relationship between ethics and law, Ethical dilemmas in business, Ethical relativism versus ethical universalism, Ethical reasoning and decision-making.	• Define ethics and its significance in business. • Identify ethical dilemmas and apply ethical reasoning to solve them
2	Ethical Theories and Frameworks Utilitarianism, Deontology, Virtue ethics, Justice theory, Rights theory, Stakeholder theory, Corporate social responsibility (CSR).Ethical leadership and corporate governance.	• Competencies: Apply ethical theories to business situations. • Evaluate the strengths and weaknesses of different ethical frameworks.

3	Ethical Issues in Business : Ethical issues in marketing, advertising, and consumer protection, Ethical issues in finance and accounting, Ethical issues in human resource management, Ethical issues in production and operations management, Ethical issues in international business	• Competencies: Identify ethical issues in different business functions. • Analyze the impact of ethical decisions on stakeholders
4	Business Ethics and Sustainability: Sustainable development and business ethics, Environmental ethics, Social responsibility and corporate citizenship, Ethical supply chain management, Ethical consumption	• Competencies: Evaluate the role of business in sustainable development. • Analyze the ethical implications of business operations on the environment
5	Emerging Ethical Challenges: Business ethics in the digital age, Artificial intelligence and ethics, Data privacy and security, Corporate social responsibility and reputation management, Ethical challenges in emerging markets	• Analyze ethical issues related to new technologies. • Develop strategies for managing ethical challenges in a dynamic business environment.

Teaching - Learning Strategies	Contact Hours
Lecture	30
Tutorial	10
Seminar/Journal Club	2
Small group discussion (SGD)	2
Self-directed learning (SDL) / Tutorial	2
Problem Based Learning (PBL)	10
Case/Project Based Learning (CBL)	2
Revision	2
Others If any:	

Total No of Contact Hours	60

Assessment Methods:

Formative
Formative
Assignment
Case Based Presentation
Project
Business News Analysis

Mapping of Assessment with COs

Nature of Assessment	CO1	CO2	CO3	CO4	CO5	CO6
Nature of Assessment	✓					
Assignment		✓	✓	✓		
Project				✓	✓	
Case Based Presentation					✓	
Business News Analysis	✓	✓				
Feedback Process						
References:	(List of reference books)					
	1. Business Ethics by Manuel Velasquez 2. Ethics and Business by Joseph L. Badaracco Jr. 3. Corporate Social Responsibility by Archie B. Carroll 4. Ethical Dilemmas and Decisions in Business by Laura Nash and Jeffrey Pfeffer					

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA (L&SCM)-
Course Code	06280803
Course Title	Fundamentals of Econometrics
Academic Year	4
Semester	8
Number of Credits	4
Course Prerequisite	This course introduces the fundamental concepts and techniques of econometrics and their application in business, economics, and research. It focuses on understanding economic relationships through statistical and mathematical models. The course covers regression analysis, correlation, hypothesis testing, model estimation, interpretation of results, and forecasting techniques. Students will learn how econometric tools are used for data-driven decision-making, policy analysis, and business problem-solving using real-world economic data.
Course Synopsis	Basic knowledge of Economics, Business Mathematics, and Statistics. Familiarity with concepts such as averages, probability, graphs, and algebra will help students understand econometric models and data analysis techniques effectively.
Course Outcomes: At the end of the course students will be able to:	

CO1	Understand the basic concepts, scope, and importance of econometrics in business and economic decision-making.
CO2	Apply statistical and mathematical tools to formulate and estimate econometric models.

CO3	Analyze relationships between economic variables using regression and correlation techniques.
CO4	Interpret econometric results and evaluate the validity and reliability of econometric models for forecasting and policy analysis.
CO5	Use econometric methods and software tools for data analysis, hypothesis testing, and business research applications.

Mapping of Course Outcomes (COs) to Program Outcomes (POs)& Program Specific Outcomes:

COs	**PO 1**	**PO 2**	**PO 3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	
CO1									
CO2									
CO3									
CO4									
CO5									
Average									

Course Content:

L (Hours/Week)	**T (Hours/ Week)**	**P (Hours/Week)**	**Total Hour/Week**
3	**1**	**0**	**4**

Unit	**Content**	**Competencies**
1	Introduction to Econometrics: Meaning, scope, importance and applications of econometrics; Types of data – cross-sectional, time series and panel data; Role of econometrics in business decision-making; Basic concepts of variables, parameters and models.	• Understand the meaning, scope and importance of econometrics. • Differentiate between various types of data. • Explain the role of econometrics in business and economic analysis. • Identify variables and formulate simple econometric models.

2	Correlation and Regression Analysis: Correlation analysis; Simple linear regression model; Estimation using Ordinary Least Squares (OLS); Coefficient of determination; Interpretation of regression coefficients; Introduction to multiple regression.	• Apply correlation techniques to study relationships among variables. • Construct and estimate regression models. • Interpret regression coefficients and goodness of fit. • Analyze business data using regression techniques.
3	Hypothesis Testing and Model Evaluation: Statistical inference; Hypothesis testing; t-test, F-test and p-values; Standard error and confidence intervals; Assumptions of regression model; Model adequacy and diagnostic checking.	• Perform hypothesis testing for econometric models. • Evaluate the significance and reliability of regression results. • Understand assumptions underlying econometric models. • Conduct diagnostic checks for model validation.
4	Time Series and Forecasting Techniques: Components of time series; Trend analysis; Moving averages; Index numbers; Forecasting methods and business applications of forecasting models.	• Analyze time series data and identify its components. • Apply trend and forecasting techniques. • Interpret index numbers for business analysis. • Use forecasting methods for managerial decision-making.

Note: The course plan included as an annexure has the details of each unit with the number of hours and mode of delivery and pedagogical approach.

Teaching - Learning Strategies and Contact Hours

Teaching - Learning Strategies	**Contact Hours**
Lecture	45
Tutorial	15
Seminar/Journal Club	2
Small group discussion (SGD)	2
Self-directed learning (SDL) / Tutorial	2
Problem-Based Learning (PBL)	10
Case/Project Based Learning (CBL)	2

Revision	2
Others If any:	
Total Number of Contact Hours	60

Assessment Methods:

Formative	**Summative**
Assignment	End Semester Examination
Case Based Presentation	
Project	
Business News Analysis	
Mid Semester Examination	

Mapping of Assessment with COs

Nature of Assessment	**CO1**	**CO2**	**CO3**	**CO4**	**CO5**
Assignment	✓	✓			✓
Case Based Presentation		✓	✓	✓	
Project			✓	✓	✓
Business News Analysis	✓			✓	
Mid Semester Examination					
End Semester Examination	✓	✓	✓	✓	✓
Student's Feedback					
List of reference books:					

- Basic Econometrics – Damodar N. Gujarati – McGraw Hill Education
- Introductory Econometrics: A Modern Approach – Jeffrey M. Wooldridge – Cengage Learning
- Introduction to Econometrics – James H. Stock & Mark W. Watson – Pearson Education
- Fundamentals of Econometrics – B. C. Mehta & Arun C. Mehta – Himalaya Publishing House
- Econometric Analysis – William H. Greene – Pearson Education
- Introduction to Econometrics – G. S. Maddala – Wiley India
- Econometric Methods – Jack Johnston & John Dinardo – McGraw Hill
- Applied Econometrics – Dimitrios Asteriou & Stephen G. Hall – Palgrave Macmillan