SGT UNIVERSITY

Shree Guru Gobind Singh Tricentenary University

NAAC A+

School of Commerce and Management

Four Years Undergraduate Program

Bachelor of Business Administration (Entrepreneurship and Family Business)

Academic Year 2025 - 2026

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1. NATURE AND EXTENT OF THE PROGRAM

The Bachelor of Business Administration (BBA (Hons. with research)) degree program provides students with a comprehensive understanding of various aspects of business administration. The BBA Hons. with research) program typically includes a combination of core business courses and elective courses. Core courses cover fundamental subjects like accounting, finance, marketing, management, economics, business law, organizational behavior, and business ethics. Elective courses allow students to explore specific areas of interest or gain specialized knowledge. The course aims to develop students' analytical, critical thinking, problem-solving, and decision-

making skills necessary for a career in business. It also emphasizes communication skills, teamwork, leadership, and ethical business practices.

Mode of Course Delivery: Offline

Future Career Prospects–

Students can choose from a variety of career profiles in the discipline of Business Administration . As a BBA (Hons. with research) graduate, Student have the option of continuing your study or looking for work based on your qualifications, interests, and desired area. Completing a BBA (General) degree opens up a wide range of career opportunities across various industries .Here are some common career paths for graduates with a BBA (Hons. with research) degree:

- Management Trainee
- Business Analyst
- Marketing Executive
- Financial Analyst
- Human Resources (HR) Specialist
- Operations Manager
- Business Consultant
- Project Manager

2. PROGRAM EDUCATION OBJECTIVES (PEOs)

After completing BBA (Hons. with Research)

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	Students shall apply critical thinking skills to design problem-solving strategies across management areas and implement innovative solutions.
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	Develop critical thinking and the ability to select and apply appropriate business fundamentals to derive effective solutions.
PSO2	Develop ability to adapt business practices to the opportunities and challenges of an evolving global environment

7. COURSE STRUCTURE

SEMESTER – I

Course Code	Course Title	Credit Distribution (Hours/Week)				Marks Distribution	
		L	T	P	C	Minimum marks	Total
06370101	Introduction to Entrepreneurship	3	1	-	4	40	100
06370102	Business Economics	3	1	-	4	40	100
	Minor	3	1	-	4	40	100
	Multidisciplinary Course	3	-	-	3	40	100
	Ability Enhancement Course	2	-	-	2	20	50
06370103	Soft Skills for Managers	-	-	6	3	20	50
	Value Added course	2	-	-	2	20	50
	Total	**16**	**3**	**6**	**22**		

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

SEMESTER – II

Course Code	Course Title	Credit Distribution (Hours/Week)				Marks Distribution	
		L	T	P	C	Minimum marks	Total
06370201	Introduction to Creativity and Innovation	3	1	-	4	40	100
06370202	Principles of Marketing	3	1	-	4	40	100
	Minor	3	1	-	4	40	100
	Multidisciplinary Course	3	-	-	3	40	100
	Ability Enhancement Course	2	-	-	2	40	50
06370203	Digital Fluency	-	-	6	3	20	50
	Value Added Course	2	-	-	2	40	50
	Total	**16**	**3**	**6**	**22**		

Note – L: Lecture Hour/week, T: Tutorial Hour/week, P: Practical Hour/week, C: Credits, IAE: Internal Assessment Examinatio

SEMESTER – III

Course Code	Course Title	Credit Distribution (Hours/Week)				Marks Distribution	
		L	T	P	C	Minimum Marks	Total
06370301	New Venture Planning	3	1	-	4	40	100
06370302	Management Concepts and Organizational Behavior	3	1	-	4	40	100
	Minor	3	1	-	4	40	100
	Multidisciplinary Course	3	-	-	3	40	100
	Ability Enhancement Course	2	-	-	2	40	100
06370303	Foundation of Spreadsheet	-	-	6	3	20	50
06370304	Internship-I	-	-	4	2	50	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

SEMESTER – IV

Course Code	Course Title	Credit Distribution (Hours/Week)				Marks Distribution	
		L	T	P	C	Minimum Marks	Total
06370401	Cost & Management Accounting	2	2	-	4	40	100
06370402	Enterprise Beyond Profits	3	1	-	4	40	100
06370403	Human Resource Management	2	2	-	4	40	100
	Minor	3	1	-	4	40	100
	Ability Enhancement Course	2	-	-	2	40	100
	Value Added Course	2	-	-	2	20	50
	Total	**14**	**6**	**0**	**20**		

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

SEMESTER – V

Course	Course Title	Teaching Hours/Week			Credits	Marks Distribution	
		L	T	P		Min Marks	Total
06370501	Financial Management	3	1	-	4	40	100
06370502	Operations Management	3	1	-	4	40	100
06370503	Sales & Distribution Management	3	1	-	4	40	100
06370504	Managing Family Business Operations	3	1	-	4	40	100
	Minor	3	1		4	40	100
06370505	Internship - II	-	-	4	2	50	100
Total		**15**	**5**	**4**	**22**	-	-

Note – L: Lecture Hour/week, T: Tutorial Hour/week, P: Practical/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		Minimum Marks	Total
06370601	Growth Strategies for SME's	3	1	-	4	40	100
06370602	Advertising & Public Relations	3	1	-	4	40	100
06370603	Succession Planning	3	1	-	4	40	100
06370604	Strategic Management of the Enterprise	3	1	-	4	40	100
	Minor	3	1		4	40	100
Total		**15**	**5**	**0**	**20**	-	`

SEMESTER – VII

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

Course	Course Title	Teaching Hours/Week			Credits	Marks Distribution	
		L	T	P		Minimum Marks	Total
06370701	Application of Business Research Methods	3	1	-	4	40	100
06370702	Negotiation Skills	3	1	-	4	40	100
06370703	Training and Development	3	1	-	4	40	100
06370704	Service Marketing	3	1	-	4	40	100
06370705	Income Tax	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		Minimum Marks	Total
06370801	Change Management	3	1	-	4	40	100
06370802	Big Data and Decisions	3	1	-	4	40	100
06370805	Strategic HRM	3	1	-	4	40	100
06370806	Digital and Social Media Marketing	3	1	-	4	40	100
	Minor	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		Minimum Marks	Total
06370803	Fundamentals of Econometrics	3	1	-	4	40	100
	Minor	3	1	-	4	40	100
06370804	Dissertation	0	0	24	12	40	100
Total		**6**	**2**	**24**	**20**		-

For Students opting for BBA (Hons./Hons. with Research)

Important Note:

1. Summer Apprentice shall also be considered as summer internship in Semester 3 and 5
2. The student will go for a summer internship after the 2nd and 4th semesters. The evaluation of these internships would be conducted in 3rd and 5th semester respectively.
3. Community Outreach shall be considered as Project in Semester 4 and 6
4. If a student opts for exit after the 1st year, he needs to complete a summer internship of 4-6 weeks to get the certificate.
5. A student has two options to choose on 7th term. He/ She can select the option of Hons. or Hons. With research.

Generic Electives (GE)

Multidisciplinary Generic Electives is credited and choice-based. The students make a choice from pool of MGE offered by the Faculty under the University. (Reference: University Umbrella Multidisciplinary Generic Electives)

Value Added Courses (VAC)

Value Added Courses is credited and choice-based. The students make a choice from pool of VAC offered by the Faculty under the University. (Reference: University Umbrella Value Added Courses)

Ability Enhancement Compulsory Course (AEC)

Ability Enhancement Compulsory Courses is credited and choice-based. The students make a choice from pool of AEC offered by the Faculty under the University. (Reference: University Umbrella Ability Enhancement Compulsory Course)

Skill Enhancement Courses (SEC)
Ability Enhancement Compulsory Courses is credited and choice-based. The students make a choice from pool of AEC offered by the Faculty under the University.

8. SEMESTER-WISE COURSE DETAILS

SEMESTER - I

Course Code	Course Title
06370101	Introduction to Entrepreneurship
06370102	Business Economics
06370103	Soft Skills for Managers

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA- Entrepreneurship and Family Business
Course Code	06370101
Course Title	Introduction to Entrepreneurship
Academic Year	2025-26
Semester	1
Number of Credits	4
Course Prerequisite	Students are expected to possess: • Basic knowledge of business and management principles. • Fundamental understanding of economics and commerce concepts. • An eagerness to explore creativity, innovation, and problem-solving in the context of entrepreneurship.
Course Synopsis	This course equips students with the knowledge and skills to identify business opportunities, generate innovative ideas, and develop viable business models. It covers the entrepreneurial mindset, legal and financial frameworks, and the fundamentals of venture creation and management. Students will gain practical exposure through project reports, market research, and case studies of successful entrepreneurs. The course prepares them to navigate entrepreneurial ecosystems and contribute to sustainable economic growth.
Course Outcomes: At the end of the course students will be able to:	

CO1	Understand and explain fundamental concepts, theories, and the role of entrepreneurship in economic and social development.
CO2	Analyze and Evaluate entrepreneurial opportunities through creativity, innovation, and market research to identify viable business ideas.
CO3	Develop and Design a basic business plan/project report incorporating financial, marketing, legal, and operational elements of enterprise formation.
CO4	Demonstrate practical skills in entrepreneurial decision-making, resource mobilization, and problem-solving for managing new ventures.
CO5	Assess and Reflect on the entrepreneurial ecosystem, government policies, and ethical responsibilities of entrepreneurs in a dynamic global context

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

COs	PO 1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	3					3			
CO2	3		3			3			
CO3		3	3			2			
CO4		3	2		3		3		
CO5					3		3		
Average	**3**	**3**	**2.8**		**3**	**2.6**	**3**		

Course Content:

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

Unit	Content	Competencies
1	• Concept, meaning, and definitions of entrepreneurship • Evolution and historical perspectives • Entrepreneurial mindset: traits, skills, and competencies • Managerial vs. entrepreneurial decision-making • Role of entrepreneurship in economic development	• Explain entrepreneurship concepts and distinguish entrepreneurial and managerial roles. • Demonstrate an entrepreneurial mindset and self-assess entrepreneurial competencies. • Analyze the contribution of entrepreneurship to economic development. • Interpret the historical evolution of entrepreneurship.
2	• Identifying and evaluating business opportunities • Creativity and idea generation techniques • Market research and customer discovery (segmentation, targeting, positioning) • Innovation in products, processes, and business models • Social entrepreneurship and sustainable innovation	• Identify viable business opportunities using creativity tools. • Conduct basic market research and customer discovery. • Evaluate innovative business ideas for feasibility. • Recognize principles of social and sustainable entrepreneurship.

3	• Forms of business ownership (sole proprietorship, partnership, company, LLP) • Legal frameworks and regulatory requirements for startups • Preparation of project reports and feasibility studies • Business model canvas and lean startup methodology • Role of incubation centers and entrepreneurship cells (E-Cells)	• Compare forms of business ownership and legal requirements. • Develop a basic Business Model Canvas and feasibility report. • Explain startup registration and compliance requirements. • Recognize the role of incubation centres and E-Cells.
4	• Financial planning for startups (funding sources, bootstrapping, venture capital, angel investors, crowdfunding) • Basics of accounting and cash flow for entrepreneurs • Marketing strategies for small businesses • Human resource management in entrepreneurial ventures • Challenges in scaling a business	• Prepare a basic startup financial plan and cash-flow estimate. • Apply marketing strategies for entrepreneurial ventures. • Identify HR challenges in startups. • Evaluate funding options and business scaling strategies.
5	• Government policies, MSME sector, and support systems • Startup India, Make in India, Atmanirbhar Bharat initiatives • Role of institutions, banks, and venture networks • Technology, digital entrepreneurship, and e-commerce opportunities • Case studies of successful entrepreneurs (national & international)	• Explain major government initiatives supporting entrepreneurs. • Identify institutional support systems and funding agencies. • Assess digital entrepreneurship and e-commerce opportunities. • Draw managerial lessons from successful entrepreneurial case studies.

Learning Strategies and Contact Hours

Learning Strategies	Contact Hours
Lecture	28
Seminar/Journal Club	2
Small group discussion (SGD)	5
Revision	5
Others If any:	
Total Number of Contact Hours	40

Assessment Methods:

Formative
Multiple Choice Questions (MCQ)
Quiz
Seminars

Multiple Choice Questions (MCQ)
Short Answer Questions (SAQ)
Long Answer Question (LAQ)

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)					

1. Hisrich, R. D., Peters, M. P., & Shepherd, D. A. **Entrepreneurship**. McGraw-Hill Education.
2. Khanka, S. S. **Entrepreneurial Development**. S. Chand Publishing.
3. Kuratko, D. F. **Entrepreneurship: Theory, Process and Practice**. Cengage Learning.
4. Barringer, B. R., & Ireland, R. D. **Entrepreneurship: Successfully Launching New Ventures**. Pearson.
5. Scarborough, N. M., & Cornwall, J. **Essentials of Entrepreneurship and Small Business Management**. Pearson.

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA- Entrepreneurship and Family Business
Course Code	06370102

Course Title	Business Economics
Academic Year	2025-26
Semester	I
Number of Credits	4
Course Prerequisite	A basic understanding of general economic principles at the high school level is recommended. Students should be familiar with concepts such as supply and demand, scarcity, and basic mathematical skills (graphs, percentages, and simple equations) to analyze and interpret economic data.
Course Synopsis	This course introduces students to the core principles of Business Economics with a strong focus on managerial decision-making. It integrates microeconomic concepts—such as demand and supply analysis, production and cost functions, and market structures—with business applications like pricing strategies, budgeting, and investment decisions. The course also explores factor markets, public policy tools (fiscal and monetary), and basic game theory, equipping students with analytical frameworks to solve real-world business problems. Emphasis is placed on applying economic reasoning to evaluate choices in resource allocation, production planning, and strategic business operations in competitive and regulated environments.

Course Outcomes:

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

CO1	Explain the fundamental concepts of business economics, including scarcity, opportunity cost, and the role of marginal analysis in business decision-making.
CO2	Analyse consumer behaviour and demand patterns using utility theories, elasticity measures, and apply forecasting techniques to predict market demand.
CO3	Evaluate supply behaviour and production decisions using short-run and long-run production theories, isoquants, and understand cost-efficiency through economies of scale.
CO4	Interpret cost and revenue structures, calculate various cost and revenue metrics, and apply break-even and learning curve analyses for decision-making.

CO5	Compare and contrast different market structures, understand strategic behaviour using game theory, and assess the role of factor markets and government policies in shaping business strategies.

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

COs	PO1	PO2	PO3	PO 4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	3	2	1				2	1	2	1
CO2	3	3	2				3	2	3	2
CO3	3	3	1			2	3	1	3	3
CO4	3	3	1			2	3	2	3	3
CO5	3	3	2	1	2	2	3	3	2	3
Average	3	2.8	1.4	0.2	0.4	1.2	2.8	1.8	3	2.4

Course Content:

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

Unit	Content		Competencies
1	**Introduction to Business Economics:** Meaning, Nature and Scope of Business Economics; Role of Economics in Business Decision-Making; Basic Economic Problems: Scarcity, Choice, Opportunity Cost; Micro and Macro perspectives; Marginal Analysis and Incremental Reasoning; Production Possibility Curve (PPC)		• Define and distinguish the meaning, nature, and scope of business economics and explain its relevance to managerial decision-making. • Apply fundamental economic concepts such as scarcity, choice, and opportunity cost to business contexts. • Differentiate between microeconomics and macroeconomics and understand their individual and interrelated roles in business analysis.

		• Use marginal and incremental analysis along with the Production Possibility Curve (PPC) to evaluate trade-offs and resource allocation.
2	**Demand and Consumer Behaviour:** Theory of Demand: Law of Demand, Exceptions; Elasticities: Price, Income, Cross–types, measurements (point, arc, total outlay); Consumer Behaviour: Cardinal Utility Theory; Ordinal Utility: Indifference Curves, Budget Line, Consumer Equilibrium Price Effect, Income Effect, Substitution Effect; Applications: Demand Forecasting (Intro to qualitative & quantitative techniques)	• Explain the Law of Demand and its exceptions along with various types and measurements of demand elasticity (price, income, cross). • Apply consumer behaviour theories, including Cardinal Utility and Ordinal Utility approaches, to understand consumer choices. • Analyse consumer equilibrium using indifference curves, budget constraints, and the effects of price, income, and substitution. • Demonstrate an understanding of demand forecasting methods, differentiating between qualitative and quantitative techniques in practical business scenarios.
3	**Supply and Production Decisions:** Law of Supply and Elasticity of Supply, Theory of Production: Short-run Production (Law of Variable Proportions); Long-run Production: Isoquants, Iso-costs, Producer Equilibrium; Returns to Scale, Economies of Scale & Scope; Expansion Path.	• Explain the Law of Supply and elasticity of supply and interpret their impact on market operations and pricing. • Apply the Law of Variable Proportions to short-run production scenarios for optimal input usage. • Analyse long-run production decisions using isoquants, iso-cost lines, and determine producer equilibrium.

		• Differentiate between returns to scale, economies of scale, and economies of scope, and trace a firm's expansion path.
4	**Cost and Revenue Analysis: Concepts:** Accounting Cost, Economic Cost, Sunk, Opportunity, Incremental, Cost Analysis: Short-Run: TFC, TVC, TC, AFC, AVC, ATC, MC, Long-Run Cost Curves; Learning Curve, Break-even Analysis; Revenue: TR, AR, MR and their relationships.	• Differentiate between various cost concepts such as accounting, economic, sunk, opportunity, and incremental costs in business decision-making. • Construct and interpret short-run and long-run cost curves, including fixed, variable, average, and marginal costs. • Apply learning curve and break-even analysis to assess production efficiency and financial viability. • Analyse revenue concepts—total, average, and marginal revenue—and understand their interrelationships and business implications.
5	**Market Structures:** Perfect Competition: Features, Equilibrium; Monopoly: Price Discrimination, Deadweight Loss; Monopolistic Competition: Product Differentiation, Equilibrium; Oligopoly: Kinked Demand, Cartel, Price Leadership; Introduction to Game Theory: Nash Equilibrium, Dominant Strategy; Factor Markets: Labour Market: Demand, Supply, Wage Determination; Capital and Land Markets; Marginal Productivity and Input Demand; Public Policy and Business: Fiscal Policy: Taxation, Government Spending; Monetary Policy: Instruments and Business Implications; Market Failures and Government	• Compare key features and outcomes of market structures—Perfect Competition, Monopoly, Monopolistic Competition, and Oligopoly—with practical applications. • Apply basic concepts of Game Theory, such as Nash Equilibrium and Dominant Strategy, to understand strategic business decisions. • Explain factor market dynamics, including wage,

	Interventions; Business Applications: Pricing strategies, Budgeting, Investment Decisions.	capital, and land pricing, using marginal productivity theory. ● Evaluate the impact of fiscal and monetary policies on business decisions and recognise government interventions in market failures.

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
Assignment
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)					

1. Dwivedi, D.N., Economic Theory and Applications. Pearson Publications.
2. Reference Books: Ahuja, H.L., Business Economics, S. Chand & Sons
3. Petersen, Craig H., W. Chris Lewis and Sudhir K. Jain, Managerial Economics, Pearson Education, Delhi
4. Keat, Paul G. and Philip K.Y. Young, Managerial Economics, Economic tools for Today's Decision Makers, Pearson Education, Delhi.
5. Varshney, R.L. &Maheshwari, K.L., Managerial Economics, Sultan Chand & Sons.

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA- Entrepreneurship And Family Business
Course Code	06370103
Course Title	Soft Skills for Managers
Academic Year	I
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**	**PSO-1**	**PSO-2**
CO1	**3**	**3**	**2**	**2**	**3**		**2**	**3**	**3**	**3**
CO2	**3**	**2**	**3**	**3**	**2**	**2**		**2**	**3**	**2**
CO3	**2**	**3**	**2**	**2**	**3**		**2**		**2**	**3**
CO4	**2**	**3**					**2**	**2**	**2**	**2**
CO5	**2**	**2**							**2**	**2**
Average	2.4	2.6	2.3	2.3	2.7	2.0	2.0	2.3	2.4	2.4

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. ● Presentation Skills – Stages involved in an effective presentation, selection of topic, content, aids, engaging	● Mastering the art of listening and effective communication. ● Developing and delivering impactful presentations.

	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:

<table>
<tr><th colspan="3">Formative</th><th>Summative</th></tr>
<tr><td colspan="3"><table>
<tr><th>Criteria</th><th>Component</th><th>Marks</th></tr>
<tr><td rowspan="8">Practical / Lab / Clinical Proficiency</td><td>Laboratory/Workshop Performance</td><td rowspan="8">20</td></tr>
<tr><td>Tool and Equipment Handling</td></tr>
<tr><td>Experiment/Task Execution</td></tr>
<tr><td>Clinical Procedure Execution</td></tr>
<tr><td>Patient Interaction and Care</td></tr>
<tr><td>Internal Jury</td></tr>
<tr><td>Any other*</td></tr>
<tr><td rowspan="7">Quiz / Lab Test/ Internal Jury</td><td>Knowledge and Understanding</td><td rowspan="7">10</td></tr>
<tr><td>Critical Thinking and Problem-Solving</td></tr>
<tr><td>Depth of Understanding</td></tr>
<tr><td>Presentation Skills</td></tr>
<tr><td>Response to the queries</td></tr>
<tr><td>Any other*</td></tr>
<tr><td rowspan="6">Documentation & Reporting</td><td>Lab Reports/Practical Journals</td><td rowspan="6">10</td></tr>
<tr><td>Case Studies / Clinical Case Record</td></tr>
<tr><td>Data Analysis and Interpretation</td></tr>
<tr><td>Presentation of Findings</td></tr>
<tr><td>Any other*</td></tr>
</table></td><td>End Semester Examination</td></tr>
</table>

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.	20	

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	✓	✓			
Student's Feedback					
(List of reference books)					

 Bradberry, T., & Greaves, J. (1st ed.). *Emotional Intelligence 2.0*. TalentSmart. 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**
06370201	Introduction to Creativity and Innovation
06370202	Principles of Marketing

06370203	Digital Fluency

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA- Entrepreneurship And family business
Course Code	06370201
Course Title	Introduction to Creativity and Innovation
Academic Year	2025-26
Semester	II
Number of Credits	4
Course Prerequisite	A strong foundation in critical thinking and problem-solving is essential for a creativity and innovation course. The ability to analyze information, identify patterns, and generate alternative solutions is crucial. Additionally, a basic understanding of psychological principles related to human behavior and motivation can be beneficial for understanding the creative process. While not strictly required, prior coursework in subjects like design thinking, business, or entrepreneurship can provide a valuable context for applying creative and innovative concepts.
Course Synopsis	This course is designed to equip students with the skills and knowledge necessary to develop innovative solutions to real-world problems. Through a combination of theoretical exploration and hands-on project-based learning, students will delve into the intricacies of the creative process, innovation strategies, and the application of these concepts in various settings. The course will focus on cultivating a mindset of inquiry, critical analysis, and collaboration. Students will engage in class discussions, analyze case studies, and work in teams to develop innovative projects. Emphasis will be placed on understanding the role of technology in the creative process and the importance of evaluating innovative ideas against established criteria.
Course Outcomes: At the end of the course students will be able to:	
CO1	Develop effective creative projects that provide an innovative solution to real-world problems based on inquiry such as class discussion, critical analysis, and integrative collaboration, observing, and using technology.
CO2	Evaluate materials relevant to innovations in educational and business settings based on case studies presented in class and explored independently.

CO3	Analyze strategies for creative innovation, including product and pedagogical design.
CO4	Apply effective strategies for designing innovative projects in collaboration with team members to develop an effective creative project, product, or practice, in conjunction with other offices on campus.
CO5	Apply the design of the creative process to educational experiences and the creative endeavor generally.

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

COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**	**PSO3**	**PSO4**	**PSO5**
CO1	2	3	2	2	3	2	2	2	2	**NA**
CO2	2	3	1	2	2	3	2	2	2	**NA**
CO3	2	3	2	2	2	3	3	2	2	**NA**
CO4	2	2	3	2	3	2	2	3	2	**NA**
CO5	1	2	2	2	2	2	2	2	3	**NA**
Average	1.8	2.6	2	2	2.4	2.4	2.2	2.2	2.2	**NA**

Course Content:

L (Hours/Week)	**T (Hours/Week)**	**P (Hours/Week)**	**Total Hour/Week**
2	**1**	**0**	**3**

Unit	**Content**	**Competencies**
1	**Unit 1: Basics of Creativity & Digital Creative Thinking** Creativity – meaning, nature and importance. Component elements of creativity. Attributes of creative individuals. Creativity as a competitive and strategic resource. Cultivation of creativity in individuals and organisations. Convergent and divergent thinking. Values and ethics as anchors of creative thinking. Creativity vs lateral thinking. **Newly Added (Gap-Filling Components):** • Digital creativity and technology-enabled ideation	• Understand core creativity concepts and cognitive processes • Differentiate between convergent, divergent and lateral thinking • Appreciate creativity as a strategic and competitive capability • Recognize the role of technology and ethics in modern creative thinking

	• Role of AI and digital tools in enhancing creativity • Creativity in a global and multicultural business environment	
2	**Unit 2: Fostering Individual & Group Creativity through Tools and Techniques** Enhancing creative thinking. Re-definitional techniques. Random stimulus techniques. Envisionment and visualization approaches. PMI method. ISA perspective. Abstraction approach. Six Thinking Hats method. Creativity techniques for groups. Creativity under uncertainty. Heuristics for stimulating creativity. Training and creativity. **Newly Added (Gap-Filling Components):** • Design Thinking framework and stages • Digital brainstorming and collaboration tools • Creativity analytics and experimentation (rapid prototyping, A/B testing – conceptual) • Creativity in virtual and hybrid teams	• Apply individual and group creativity techniques to managerial problems • Use structured creativity tools for idea generation and problem solving • Handle creativity under uncertainty and ambiguity • Apply design thinking principles in innovation contexts
3	**Unit 3: Building Lifelong, Entrepreneurial & Sustainable Creativity** Existential, entrepreneurial and empowerment creativities. Quality of creativity. Lifelong creativity and learning. Models of creative problem	• Develop lifelong creative capabilities and entrepreneurial mindset • Identify and overcome personal and organisational creativity blocks • Integrate motivation, values and sustainability into creative thinking • Build environments that support continuous and responsible creativity

	solving. Enhancing creative intelligence. Motivation and creativity. Blocks to creativity. Acquiring a creative persona. Formative environment and creativity. Developing a creative work environment. **Newly Added (Gap-Filling Components):** • Social and sustainable creativity • Creativity aligned with Sustainable Development Goals (SDGs) • Cross-cultural creativity and global mindsets • Creativity for social innovation and inclusive growth	
4	**Unit 4: Strategic Innovation & Contemporary Innovation Frameworks** Strategy innovation vs strategy planning. Purposeful innovation. Seven sources of innovative opportunity. Three levels of innovation (incremental, radical, disruptive). Fostering innovation at individual, team and organisational levels. Auditing innovation management. Rationalist vs instrumentalist strategies for innovation. Critical assessment of Porter's framework. Learning from markets. Alliances and corporate ventures. **Newly Added (Gap-Filling Components):** • Business model innovation • Platform and ecosystem-based innovation • Lean startup and agile innovation concepts • Open innovation and global innovation ecosystems	• Differentiate between strategy planning and strategy innovation • Analyse innovation opportunities using structured frameworks • Apply contemporary innovation models such as lean and open innovation • Evaluate innovation strategies in global and competitive environments
5	**Unit 5: Managing Innovation, Culture**	• Design organisational systems that

	& Digital Organisations Building an innovative organisation. Role of vision, structure and training. Fostering creativity and innovation in organisations. Role of organisational culture. Leadership and managerial styles supportive of creativity. Managerial practices that encourage experimentation. Creativity as the core of competitive excellence. **Newly Added (Gap-Filling Components):** • Digital and innovation-driven organisational culture • Innovation leadership in global organisations • Governance of innovation and ethical considerations • Measuring innovation performance and impact	foster creativity and innovation • Understand leadership roles in managing innovation • Evaluate organisational culture for innovation readiness • Link creativity and innovation to long-term competitive excellence

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

Assessment Methods:

Formative
Assignment

Case Based Presentation
Project
Class Test

Mapping of Assessment with COs

Nature of Assessment	**CO1**	**CO2**	**CO3**	**CO4**	**CO5**
Assignment	✓	✓			
Project			✓		✓
Case Based Presentation			✓	✓	
Class Test		✓		✓	
End Semester Examination	✓	✓	✓	✓	✓
Student's Feedback					

(List of reference books)

- Khandwalla, Pradip N. (2004), Lifelong Creativity, Tata Mc Graw Hill, New Delhi.
- Joe Tid,et.al (2005), Managing Innovation, Wiley India, New Delhi.
- Peter F. Drucker (2009), Innovation and Entrepreneurship, El Sevier, Noida.
- Robert E. Johnston, Jr. And Doughlas Bate (2007), The Power of Strategy Innovation, Prentice Hall, New Delhi.
- Shlomo Maital and D.V.R.Seshadri, (2012). Innovation Management, Response Books, New Delhi
- Dinanath Kaushik (2013) Studies in Indian Entrepreneurship, New Delhi, Cyber Tech Publications
- Kaliyamoorthy and Chandrasekhar (Eds: 2007), Entrepreneurial Training: Theory and Practice, New Delhi, Kanishka Publishers
- Robert Hisrich, Michael Peters and Dean Shepherd (2009) Entrepreneurship, New Delhi, Tata McGraw-Hill Publishing Company Limited
- Rajagopalan (Ed: 2006) Promoting Sustainable Livelihoods: Concepts and Approaches, The ICFAI University Press
- Donald L. Sexton & Raymond W. Smilor, The Art and Science of Entrepreneurship, Ballinger

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA-Entrepreneurship and Family Business

Course Code	06370202
Course Title	Principles of Marketing
Academic Year	2025-26
Semester	II
Number of Credits	4
Course Prerequisite	Students should have a foundational understanding of business principles, including economics, organizational behavior, and strategic management. Familiarity with basic marketing concepts like the four P's and consumer behavior is beneficial. A keen interest in global marketing and business success is advantageous.
Course Synopsis	This course explores key marketing concepts, including value creation, consumer behavior, and market research. Students will learn to design strategies through segmentation, targeting, positioning, and branding. It also covers the development of an integrated marketing mix and evaluates sustainable, strategic marketing approaches in a global context.

Course Outcomes:

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

CO1	Explain the fundamental concepts of marketing and the marketing process, including value creation and customer satisfaction **(RBT Level: 2 – Understand**).
CO2	Analyze the marketing environment and consumer behavior to develop actionable insights using marketing research tools **(RBT Level: 4 – Analyze**).
CO3	Design customer value-driven strategies through effective segmentation, targeting, positioning, and branding techniques (RBT Level: **6 – Create**).
CO4	Develop an integrated marketing mix strategy, encompassing product, pricing, place, and promotion for various markets **(RBT Level: 6 – Create).**
CO5	Evaluate sustainable and strategic marketing approaches in a global context, considering ethical and technological trends **(RBT Level: 5 – Evaluate).**

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

CO's	PO 1	PO 2	PO 3	PO 4	PO 5	PO6	PO7	PO 8	PS O1	PS O2	Avg.
CO1	3	2	1	2	1	2	2	1	2	2	**1.8**

CO2	3	3	1	2	1	3	2	1	3	3	**2.2**
CO3	3	3	2	2	1	3	2	3	2	3	**2.4**
CO4	3	3	2	2	2	3	2	3	2	3	**2.5**
CO5	3	3	2	3	2	3	3	3	2	3	**2.6**

Course Content:

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

Unit	Content	Competencies
1	**Unit 1: Fundamentals of Marketing** **Introduction to Marketing:** Definitions, scope, and core concepts (needs, wants, demand, value creation, and customer satisfaction). Offerings—Products, Services, Solutions. Market Types. Marketing vs Selling: Key differences. Evolution of Marketing: From traditional to digital. **The Marketing Process:** Understanding customer needs. Customer engagement and relationship management. **Managing Marketing Information:** Developing customer insights using marketing research. Primary vs. secondary data and big data analytics.	• Identify and articulate key marketing concepts such as needs, wants, demands, and customer satisfaction. • Develop a market-oriented mission and integrated marketing strategy considering sustainability and digital trends.
2	**The Marketing Environment, Consumer Behavior and STP** **Marketing Environment:** Micro and macro environments. Natural, technological, political, and cultural factors. Frameworks for environmental	• Conduct PESTLE and competitive analysis to assess micro and macro-environmental factors. • Analyze consumer and business buying behavior using models

	analysis: PESTLE and competitive analysis. **Consumer Behavior** - concept. Models of consumer behavior. Buying Decision Process and Types. Psychological, cultural, and social factors influencing buying decisions. Business buyer behavior and major buying situations. Segmentation, Targeting, and Positioning (STP): Market segmentation: Consumer, business, and international markets. Market targeting and evaluating segments. Positioning strategies and delivering value. Differentiation. **Emerging Marketing opportunities in India** – Marketing at the bottom of the pyramid, growing middle class	and psychological, cultural, and social factors.
3	Unit 3: The Marketing Mix Introduction to the Marketing Mix: Definition and significance of the 4Ps (Product, Price, Place, Promotion). Role of the marketing mix in operationalizing customer-focused strategies. The Extended Marketing Mix – 7Ps. Overview of the Extended Marketing Mix: Evolution from 4Ps to 7Ps to address modern marketing complexities. Product - concept and strategies. Types of products and services: Consumer, business, and specialty products. Levels of Products and Services: Core, actual, and augmented. Product and Service Decisions. Product Lifecycle (PLC): Stages: Introduction, growth, maturity, and decline. Challenges and marketing strategies for each stage. New Product Development (NPD): Stages: Idea	• Apply STP (Segmentation, Targeting, and Positioning) strategies for specific markets. • Develop branding strategies that align with the product lifecycle and enhance customer value.

	generation, screening, concept development, testing, and commercialization. Pricing - concept and strategies. Fundamentals: Cost-based, value-based, and competition-based pricing. Internal and External Considerations Affecting Price. Importance of pricing in creating customer value and competitive positioning. Advanced pricing approaches: Psychological pricing and dynamic pricing. Pricing strategies for digital and global markets.	
4	**Unit 4: Place, Promotion, People and Processes** Place (Distribution) - concept and strategies. Role of distribution in value delivery. Types of marketing channels: Direct and indirect. Introduction to logistics and supply chain management. E-commerce and omnichannel distribution strategies. Role of technology in modern logistics and supply chain management. Promotion - concept and strategies. Overview of promotional tools: Advertising, public relations, personal selling, and sales promotion. Basics of Brand Management: Building brand equity: Concepts, strategies, and measurement. Role of branding in promotion and building customer loyalty. Advanced branding strategies: Extensions, portfolios, and rebranding. Advanced Promotion Strategies. Integrated Marketing Communications (IMC): Importance, tools, and implementation. Digital and social media marketing: Strategies for customer engagement and analytics. Word-	• Formulate a comprehensive marketing mix strategy, including product differentiation and pricing models. • Implement effective promotional strategies, incorporating digital and social media platforms.

	of-mouth and viral marketing: Principles and case studies. People - concept and strategies. Role of human interactions in delivering customer experiences. Importance of employee training and customer service in value creation. Process - concept and strategies. Designing systems and workflows for effective and efficient service delivery. Role of technology in process optimization and customer experience management. Physical Evidence - concept and strategies. Tangible cues in service marketing: Ambiance, branding, and design. Creating positive customer perceptions through physical elements.	
5	**Unit 5: Strategic and Sustainable Marketing** Company and Marketing Strategy. Defining market-oriented missions. Partnering with departments and marketing systems. Developing an integrated marketing mix. Creating Competitive Advantage. Analyzing competitors and developing competitive strategies. Strategies for market leaders, challengers, followers, and nichers. Global Marketing. Entry strategies: Exporting, joint ventures, and direct investments. Standardization vs. adaptation in global marketing. Services Marketing and Service Quality. Sustainable Marketing. Ethical issues and corporate social responsibility (CSR). Consumer-oriented and societal marketing principles.	• Create competitive marketing strategies tailored to different market roles (leaders, challengers, followers, and nichers). • Evaluate the role of ethics, CSR, and sustainability in global marketing strategies, leveraging future technological trends.

	Emerging Marketing Trends: AI, big data, IoT, and the metaverse. Skills for Modern Marketers: Analytical tools, creative thinking, and communication	

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:

Assignment
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. Principles of Marketing by Philip Kotler, Gary Armstrong, and Veronica Wong, Pearson Education 2. Marketing Management by Philip Kotler, Kevin Lane Keller, and Abraham Koshy, Pearson Education 3. Marketing Management: Indian Context by Arun Kumar, Ramesh Batra, and Sunil Jain, Tata McGraw-Hill Education 4. Marketing Management: Text and Cases by V.S. Ramachandran, Oxford University Press 5. Principles of Marketing by Dhruv Grewal and Michael Levy, Tata McGraw-Hill Education

School of Commerce and Management	
Name of the Program	BBA-Entrepreneurship and Family Business
Course Code	06370203
Course Title	Digital Fluency
Academic Year	2025-26
Semester	II
Number of Credits	2
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:

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**	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	1	1	0	0	0	1	0	1	2
CO2	2	3	0	1	0	2	2	2	3
CO3	3	3	1	2	0	3	3	2	2
CO4	3	3	2	1	1	3	3	2	2
CO5	2	3	0	2	1	2	2	2	2
Average	2.2	2.6	0.6	1.2	0.4	2.2	2	1.8	2.2

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.	• 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. ❖ 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.	• Apply various digital branding and marketing strategies to enhance online professional presence and engagement. • Develop AI-assisted content creation techniques to optimize LinkedIn and Instagram 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.	
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. ❖ 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.	● Demonstrate the ability to develop digital content and apply video marketing strategies for career growth. ● Utilize AI-powered video scripting and editing tools to enhance personal branding and content quality.

	❖ 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.	
4	**Digital Banking, FinTech & Online Transactions** ● Introduction to Digital Banking & Online Payments ❖ Basics of UPI, mobile wallets (Google Pay, Paytm, Apple Pay, PhonePe). ❖ 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.	● Evaluate and implement secure digital financial transactions and fintech applications in business environments. ● Analyze AI's role in fraud detection and personalized banking to enhance financial decision-making.

	❖ 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.	
5	**Cybersecurity, Digital Laws & Ethical AI Usage** • Cybersecurity Awareness & Digital Identity Protection ❖ Common cyber threats: phishing, malware, social engineering. ❖ Password management & two-factor authentication (2FA). • Legal & Ethical Implications of AI & Social Media Usage ❖ Understanding Digital Arrests & Cyber Laws. ❖ Social media crimes & legal consequences of fake news & cyber harassment. ❖ Ethical considerations of AI-generated content & misinformation. • AI Ethics & Data Privacy Regulations ❖ GDPR, data protection laws, and ethical AI practices. ❖ Avoiding AI biases in digital decision-making. • Practical Sessions: ❖ Live demo: Cybersecurity awareness & digital footprint tracking. ❖ Case study analysis: Ethical dilemmas in AI-generated content. ❖ Workshop on recognizing fake news and misinformation using AI tools.	• Analyze and propose solutions to cybersecurity threats, ethical dilemmas, and data privacy issues in digital platforms. • Demonstrate the ability to identify and mitigate cybersecurity risks while ensuring ethical AI usage.

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:

AI-Assisted Business Communication
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		

Text Books / Reference Books:

1. Kaplan, A.M. & Haenlein, M., Users of the World, Unite! The Challenges and Opportunities of Social Media, Business Horizons.
2. Chaffey, D., Digital Business and E-Commerce Management, Pearson.
3. Official documentation of Google Workspace, LinkedIn, and UPI/NPCI digital payment platforms.

SEMESTER - III

Course Code	Course Title
06370301	New Venture Planning
06370302	Management Concepts and Organizational Behavior
06370303	Foundation of Spreadsheet

SGT Global Business School	
Name of the Department	Management
Name of the Program	BBA - Entrepreneurship and Family Business
Course Code	6370301
Course Title	New Venture Planning
Academic Year	2025-26
Semester	III
Number of Credits	4

Course Prerequisite	Basic understanding of business fundamentals and management principles, familiarity with introductory concepts of marketing, finance and organizational behaviour, and ability to analyse case studies and business situations.
Course Synopsis	This course introduces students to the process of identifying, evaluating and planning a new business venture. It covers the entrepreneurial mindset, opportunity identification and idea screening, business model design, feasibility analysis, and the preparation of a comprehensive business plan. The course further examines legal forms of business, sources of entrepreneurial finance and funding, financial projections and valuation, and strategies for managing growth, family business succession and venture exit, using contemporary Indian and global startup cases.

Course Outcomes: At the end of the course students will be able to:	
CO1	Understand the concept of entrepreneurship, the entrepreneurial mindset and the startup ecosystem in India.
CO2	Identify and screen business opportunities and apply design thinking and the Business Model Canvas to a venture idea.
CO3	Develop a comprehensive business plan covering market, operations and legal aspects of a new venture.
CO4	Prepare financial projections for a new venture and evaluate appropriate sources of entrepreneurial finance.
CO5	Analyse strategies for managing growth, family business succession and venture exit through case studies.

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

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	2	1					2		
CO2	2	2	1	1	1		2	2	
CO3	2	3	2	2	2	2	2	2	1
CO4	2	3	2	2	2		2	2	2
CO5	3	3	2	3	3	2	3	2	2
Average	2.2	2.4	1.8	2.0	2.0	2.0	2.2	2.0	1.7

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

Unit	Content	Competencies
1	**Introduction to Entrepreneurship and the Startup Ecosystem:** Concept, importance and process of entrepreneurship; entrepreneurial traits, mindset and competencies; types of entrepreneurship – opportunity vs. necessity driven, social, technology-based and women entrepreneurship; entrepreneurial ecosystem in India; role of MSMEs; government policy support – Startup India, Stand-Up India, MSME schemes.	• Understand the concept and importance of entrepreneurship. • Identify entrepreneurial traits, mindset and different types of entrepreneurship. • Appreciate the startup ecosystem and policy support available in India.
2	**Opportunity Identification and Idea Generation:** Sources of business ideas; opportunity recognition, evaluation and screening; creativity and design thinking for venture ideas; environment scanning and SWOT analysis; feasibility analysis – market, technical, financial and organizational; Business Model Canvas; Lean Startup approach and Minimum Viable Product (MVP).	• Identify and screen viable business opportunities. • Apply design thinking and the Business Model Canvas to a venture idea. • Conduct feasibility analysis for a proposed venture.
3	**Business Planning Process:** Purpose, structure and elements of a business plan; industry and market analysis; marketing plan for new ventures – segmentation, targeting, positioning and the marketing mix; operations and production plan; legal forms of business – sole proprietorship, partnership, LLP, One Person Company, private limited company; registration, licensing and compliance requirements; basics of intellectual property protection.	• Draft a comprehensive business plan for a new venture. • Select an appropriate legal form of business and understand compliance requirements. • Understand the relevance of intellectual property protection for startups.
4	**Financial Planning and Funding for New Ventures:** Estimating start-up costs and working capital; break-even analysis; preparation of financial projections – projected profit & loss account, cash	• Prepare financial projections and estimate funding requirements for a venture. • Evaluate appropriate sources of finance for different stages of a venture.

	flow statement and balance sheet; sources of entrepreneurial finance – bootstrapping, friends and family, angel investors, venture capital, crowdfunding; government funding schemes – MUDRA, CGTMSE, SIDBI; basics of startup valuation; pitching to investors.	• Develop and present an investor pitch.
5	**Managing Growth, Family Business and Exit Strategies:** Building the founding team and human resource practices for startups; franchising and licensing as growth options; family business dynamics and succession planning; strategies and challenges in scaling a venture; exit strategies – IPO, acquisition, buy-back and winding up; case studies of successful and failed Indian startups.	• Analyse strategies and challenges involved in scaling a new venture. • Understand family business dynamics and succession planning. • Evaluate exit options for a venture through case 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	30
Seminar/Journal Club	2
Small group discussion (SGD)	5
Self-directed learning (SDL)	5
Problem Based Learning (PBL)	5
Case/Project Based Learning (CBL)	5
Revision	4
Others If any: (Presentations)	4
Total Number of Contact Hours	60

Assessment Methods:

Formative
Assignment/ class test
Case Based Presentation
Business Plan Project/ Presentation
Comprehensive student assessment
Activity based learning

Mapping of Assessment with COs

Nature of Assessment	CO1	CO2	CO3	CO4	CO5
Assignment	✓				
Business Plan Project/ presentation		✓	✓		
Case Based Presentation				✓	✓
Activity based learning		✓	✓		
Comprehensive student assessment	✓	✓	✓	✓	✓
Student's Feedback					

List of Reference Books

1. Barringer, B.R. & Ireland, R.D. (2019). Entrepreneurship: Successfully Launching New Ventures. Pearson Education.

2. Hisrich, R.D., Peters, M.P., & Shepherd, D.A. (2020). Entrepreneurship. McGraw-Hill Education.

3. Timmons, J.A. & Spinelli, S. (2009). New Venture Creation: Entrepreneurship for the 21st Century. McGraw-Hill.

4. Kuratko, D.F. (2016). Entrepreneurship: Theory, Process, and Practice. Cengage Learning.

5. Khanka, S.S. (2020). Entrepreneurial Development. S. Chand Publishing.

6. Desai, Vasant (2020). Dynamics of Entrepreneurial Development and Management. Himalaya Publishing House.

7. Osterwalder, A. & Pigneur, Y. (2010). Business Model Generation. John Wiley & Sons.

8. Ries, Eric (2011). The Lean Startup. Crown Business.

9. Blank, S. & Dorf, B. (2020). The Startup Owner's Manual. John Wiley & Sons.

10. Bhide, Amar (2000). The Origin and Evolution of New Businesses. Oxford University Press.

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA- Entrepreneurship and Family Business
Course Code	06370302
Course Title	Management Concepts & Organizational Behavior
Academic Year	2025-26
Semester	III
Number of Credits	4
Course Prerequisite	Students should have a basic understanding of business studies or commerce, typically gained at the high school level. Familiarity with fundamental economic principles and organizational terms is beneficial. Additionally, proficiency in English communication, both written and verbal, is essential, as the course involves reading academic material and participating in discussions. Basic analytical thinking and a willingness to engage in teamwork will also help students grasp concepts effectively and participate in group-based activities.
Course Synopsis	This course provides a foundational understanding of both management principles and organisational behaviour, aimed at equipping students with the knowledge and skills necessary to function effectively in managerial roles. It begins with an exploration of core management functions—planning, organising, leading, and controlling—along with an overview of the evolution of management theories from classical to modern perspectives. The course then delves into the behavioural aspects of organisations, focusing on how individuals and groups interact within a workplace. Key topics include personality, perception, motivation, leadership, communication, group dynamics, and organisational culture.

	Through real-life case studies, role-plays, and interactive discussions, students will develop analytical and interpersonal skills relevant to today's dynamic and diverse business environments. The course also addresses contemporary challenges such as managing change, promoting ethical behaviour, and adapting to digital transformation.

Course Outcomes:

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

CO1	Explain the various aspects of management and various perspective and business formats.
CO2	Apply the basic concept of planning and strategic decision-making.
CO3	Analyze the concept of organizing and understand the organization structure, staffing and directing.
CO4	Explain the various aspects of leadership, control and motivation.
CO5	Analyze the basic concepts of strategic change and stress

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

COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**
CO1	**3**	**2**	**2**				**2**	**2**	**3**	**2**
CO2	**3**	**3**					**3**	**2**	**3**	**3**
CO3	**3**	**3**		**3**			**3**	**2**	**3**	**3**
CO4	**3**	**2**	**3**	**3**	**3**		**2**	**2**	**3**	**3**
CO5	**3**	**3**			**2**		**3**	**3**	**3**	**3**
Average	**3**	**2.6**	**1**	**1.2**	**1**		**2.6**	**2.2**	**3**	**2.8**

Course Content:

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

Unit	Content	Competencies
1	Importance, Nature, Definitions, Scope, Levels, Process and Significance of Management. Development of Management Thoughts: Classical, Neo-Classical Systems, Contingency and Contemporary Approaches to Management (Drucker, Porter, Prahalad, Senge and Tom Peters) Multiple perspectives of business organisations- Consumers, Employees, Entrepreneurs, Community/Society at large; Perspective as a student & researcher- underlying disciplines; Ownership forms; Business formats- Brick & Mortar; Click; Brick & Click; Franchising location & scale- local, national, global; Micro, small, medium and large.	• Students will be able to understand the multiple perspectives of organisation and as student researchers. • Various ownership forms and business formats
2	Concept, Nature, Importance, Steps and Limitations, Types of Plans. Making Planning Effective – Strategic Considerations in Planning - Management by Objectives Communication – Formal and Informal Networks, Barriers and Principles. Decision Making Concept, Process, Rationality and Techniques. Short- and long-range planning, flexibility in planning. Characteristics of a sound plan. Heuristics and biases; includes role-play, simulations.	• Design effective short-term and long-term plans with strategic flexibility • Apply decision-making models considering behavioral aspects like heuristics and biases. • Participate in role-play and simulation exercises to enhance decision-making skills
3	Principles and Process of Organizing - Span of Management - Organization Structure - Variables affecting Structure - Departmentalization - Authority, Delegation and Decentralization - Committees. New Forms of Organization, Staffing - Concept, Nature, Importance and Steps, Directing – Concept, Nature and Importance Interdepartmental coordination, emerging trends in corporate structure, strategy,	• Evaluate organizational structures based on context: mechanistic vs adaptive • Distinguish between formal and informal organization structures.

	and culture, Mechanistic vs Adoptive structures – formal and informal organization.	
4	Concept and Theories. Leadership - Concept and Theories, developing leaders across the organization, Control: Concept, Features, Importance and Limitations of Control. Control Process. Essentials of a Good Control System. Techniques of Control. Relationship between Planning and Control. Motivation- needs (including Maslow's theory), Meaning and importance of motivation; Theories- Equity, Intrinsic Motivation by Ken, Maslow, Herzberg, ERG;	• Students will be able to Compare and apply various motivation theories including Maslow, Herzberg, ERG, and Ken Thomas's model. • Recognize sources of stress at work and apply stress prevention and management techniques.
5	Management of Strategic Change, Knowledge Management, Corporate Governance and social responsibility of business. Stress- individual and organisational factors to stress, prevention and	• Students will be able to Analyze organizational change models and methods for overcoming resistance. • Explore how strategic change and knowledge management shape future-ready organizations.

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. Robbins; S.P., Organizational Behaviour (13th edition), Prentice Hall of India Pvt. Ltd., New Delhi, 2016.
2. Luthans, Fred, Organizational Behaviour, 11th Edition, Mc Graw Hill International, New York, 2010.
3. Robins S.P., Organizational Theory: Structure Design and Application, 3rd ed. Prentice Hall of India Pvt. Ltd., 2009.
4. Management Process & Organisation Behaviour, Sahni NK, Kalyani Publishers

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA- Entrepreneurship and Family Business
Course Code	06370303
Course Title	Foundation of Spreadsheet
Academic Year	2025-26
Semester	III
Number of Credits	2
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**	**PSO1**	**PSO2**
CO1	2	2					2		2	
CO2	2	2					3		3	
CO3	2	1					2		2	
CO4	2	2					2		2	
CO5	2	3					3		3	
Average	2.0	2.0	-	-	-	-	2.4	-	2.4	-

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:**	• Input and format data accurately.

	Entering data, Basic arithmetic operations and functions (SUM, AVERAGE, COUNT), Introduction to text functions (LEFT, RIGHT, MID)	• 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
Assignment
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
06370401	Cost & Management Accounting
06370402	Enterprise Beyond Profits
06370403	Human Resource Management

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA- Entrepreneurship and Family Business
Course Code	06370401
Course Title	Cost & Management Accounting
Academic Year	2025-26
Semester	IV
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, com
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	PSO1	PSO2	PSO3	PSO4
CO1	3	2	2	2	1	2	2	2	1
CO2	3	3	2	3	2	3	3	3	2
CO3	3	3	2	3	3	3	3	3	3
CO4	3	3	2	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3	3
Average	3.0	2.8	2.2	2.8	2.4	2.8	2.8	2.8	2.4

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:

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

School of Commerce and Management	
Name of the Department	Commerce & Management
Name of the Program	BBA- Entrepreneurship and Family Business
Course Code	06370402
Course Title	Enterprise Beyond Profits
Academic Year	2025-26
Semester	IV
Number of Credits	4
Course Prerequisite	Basic understanding of business fundamentals and management principles, familiarity with introductory concepts of entrepreneurship and organizational behaviour, and ability to analyse case studies and real-world social and business situations.
Course Synopsis	This course introduces students to enterprises that create value beyond profit maximisation, with a focus on social entrepreneurship, social enterprises and hybrid organisations. It covers the concept and evolution of social entrepreneurship, forms and legal structures of social enterprises, identification and design of solutions to social problems, financing and resource mobilisation for mission-driven ventures, and measurement and scaling of social impact. The course uses contemporary Indian and global case studies to build an understanding of enterprises that balance social, environmental and financial goals.

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

CO1	Understand the concept, evolution and significance of social entrepreneurship and enterprises beyond profit.
CO2	Differentiate between forms and legal structures of social enterprises and hybrid organisations.
CO3	Identify social problems and design appropriate, scalable social business solutions.
CO4	Evaluate sources of financing and resource mobilisation strategies for mission-driven ventures.
CO5	Assess social impact measurement frameworks and strategies for scaling social enterprises.

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

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	
CO1	2	1			1	2	2		
CO2	2	2	1	1	1	2	2	2	
CO3	2	3	2	2	2	3	2	2	
CO4	2	3	2	2	2	2	2	2	
CO5	3	3	2	3	3	3	3	2	
Average	2.2	2.4	1.8	2.0	1.8	2.4	2.2	2.0	

Course Content:

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

Unit	Content	Competency
1	**Introduction to Social Entrepreneurship and Enterprise Beyond Profit:** Concept and evolution of social entrepreneurship; social enterprise vs. traditional business vs. NGO; the triple bottom line – people, planet and profit; characteristics and motivations of social entrepreneurs; global and Indian context of the social enterprise sector; role of enterprises in achieving the Sustainable Development Goals (SDGs).	• Understand the concept and evolution of social entrepreneurship. • Differentiate social enterprises from traditional businesses and NGOs. • Appreciate the triple bottom line approach and its relevance to the SDGs.
2	**Models and Forms of Social Enterprises:** Types of social enterprises – non-profit, for-profit and hybrid models; legal structures – Section 8 companies, trusts, societies, cooperatives and producer companies; B-Corp certification and social stock exchange listing;	• Distinguish between non-profit, for-profit and hybrid social enterprise models. • Identify appropriate legal structures for a social enterprise.

	social business models – Base of the Pyramid (BoP), microfinance, cooperatives and social franchising.	• Understand Base of the Pyramid and other social business models.
3	**Identifying Social Problems and Designing Solutions:** Social problem identification and needs assessment; stakeholder mapping and theory of change; design thinking and human-centred design for social innovation; social business model canvas; considerations of scalability, replicability and sustainability of social solutions.	• Identify and assess social problems using stakeholder mapping and theory of change. • Apply design thinking to develop socially innovative solutions. • Evaluate the scalability and replicability of a social solution.
4	**Financing and Resource Mobilisation for Social Enterprises:** Sources of funding – grants, donations, CSR funds, venture philanthropy, impact investing and crowd funding; government schemes supporting social enterprises; financial sustainability and revenue models for mission-driven ventures; basics of blended finance and the Social Stock Exchange in India.	• Evaluate sources of funding available to social enterprises. • Understand revenue models that support financial sustainability of mission-driven ventures. • Appreciate the role of blended finance and the Social Stock Exchange.
5	**Measuring Impact and Scaling Social Enterprises:** Social impact assessment and Social Return on Investment (SROI); impact measurement frameworks – IRIS+ and GIIN standards; strategies and challenges in scaling a social enterprise; linkages with CSR and ESG; case studies of Indian social enterprises such as Amul, SEWA, Aravind Eye Care System and Goonj.	• Apply SROI and other frameworks to measure social impact. • Analyse strategies and challenges in scaling a social enterprise. • Evaluate real-world Indian social enterprises through case 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	30
Seminar/Journal Club	2

Small group discussion (SGD)	5
Self-directed learning (SDL)	5
Problem Based Learning (PBL)	5
Case/Project Based Learning (CBL)	5
Revision	4
Others If any: (Presentations)	4
Total Number of Contact Hours	**60**

Assessment Methods:

Formative
Assignment/ class test
Case Based Presentation
Social Enterprise Project/ Presentation
Comprehensive student assessment
Activity based learning

Mapping of Assessment with COs

Nature of Assessment	**CO1**	**CO2**	**CO3**	**CO4**	**CO5**
Assignment	✓				
Social Enterprise Project/ presentation		✓	✓		
Case Based Presentation				✓	✓
Activity based learning		✓	✓		
Comprehensive student assessment	✓	✓	✓	✓	✓
Student's Feedback					

List of Reference Books

1. Dees, J.G., Emerson, J., & Economy, P. (2001). Enterprising Nonprofits: A Toolkit for Social Entrepreneurs. John Wiley & Sons.

2. Bornstein, David (2007). How to Change the World: Social Entrepreneurs and the Power of New Ideas. Oxford University Press.

3. Yunus, Muhammad (2010). Building Social Business. PublicAffairs.

4. Prahalad, C.K. (2009). The Fortune at the Bottom of the Pyramid. Pearson Education.

5. Nicholls, Alex (Ed.) (2006). Social Entrepreneurship: New Models of Sustainable Social Change. Oxford University Press.

6. Elkington, John (1997). Cannibals with Forks: The Triple Bottom Line of 21st Century Business. Capstone Publishing.

7. Kickul, J. & Lyons, T.S. (2020). Understanding Social Entrepreneurship. Routledge.

8. Bhatt, Ela (2006). We Are Poor But So Many: The Story of Self-Employed Women in India. Oxford University Press.

9. Martin, R.L. & Osberg, S. (2007). Social Entrepreneurship: The Case for Definition. Stanford Social Innovation Review.

10. Battilana, J. & Lee, M. (2014). Advancing Research on Hybrid Organizing. Academy of Management Annals.

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA- Entrepreneurship and Family Business
Course Code	06370403
Course Title	Human Resource Management
Academic Year	2025-26
Semester	II
Number of Credits	4
Course Prerequisite	Basic management understanding. Communication skills.
Course Synopsis	This Course is the basic course for Human resource management students to provide them knowledge and evolution of human resources. The units or modules in this subject are designed to deeply impart the understanding of functions of HRM along with light on human resource information system and contemporary challenges of HR field for managers. This course will help the students to realize the human resource management applications in organizations such as training and development activities and international issues.
Course Outcomes: At the end of the course students will be able to:	
CO1	Develop the understanding of the concept of human resource management and to understand its relevance in organizations.
CO2	Develop necessary skill set for application of various HR issues
CO3	Analyse the strategic issues and strategies required to select and develop manpower resources.
CO4	Examine the knowledge of HR concepts to take correct business decisions.

CO5	**Evaluate and apply labor laws and conflict resolution techniques** to effectively manage labor relations, ensuring legal compliance and fostering a fair and ethical workplace environment.

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

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	3	1	1	1	3	1	1	1	3
CO2	1	3	1	1	1	3	1	1	1
CO3	1	1	3	1	1	1	3	1	1
CO4	1	1	1	3	1	1	1	3	1
CO5	1	1	3	1	1	1	3	1	1
Average	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5

Course Content:

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

Unit	Content	Competencies
1	Nature of Human Resource Management-Concepts, Objectives and Functions; HRD-Concept and Mechanisms; Role and status of HR Manager; Organization of HR Department; HR Policies; HRM in globally competitive environment; Strategic Human Resource Management.	• Demonstrate a comprehensive understanding of HRM concepts, objectives, and functions, including the role and status of the HR Manager. • Analyze and implement HR policies and practices in a globally competitive environment, aligning them with strategic HRM principles.
2	Acquiring Human Resource: Human Resource Planning, Job analysis and job design, employee involvement, flexible work schedules, Recruitment and Selection-new trends; Placement and induction; Right sizing.	• Apply HR planning, job analysis, and modern recruitment methods to effectively acquire and induct new employees. • Design and evaluate employee training programs, including executive

		development and career planning, to enhance organizational capabilities.
3	Developing human resource: Employee training, training need assessment, Training methods and evaluation, cross cultural training, Designing executive development programme, Techniques of Executive development, Career planning and development.	• Ability to distinguish between various leadership styles (Autocratic, Democratic, Laissez-faire, Situational, Servant Leadership) and understand their impact on team performance. • Competence in leading and managing multicultural teams, recognizing the influence of cultural diversity on team dynamics.
4	Enhancing and rewarding performance: Establishing Performance Management system; Performance Appraisal-Techniques of appraisal; Potential Appraisal and employee counselling; Establishing reward and pay plans-job evaluation, wage and incentive plans, employee benefits, ensuring safety and healthy work environme	• Develop and implement performance management systems and appraisal techniques to assess and enhance employee performance. • Establish and manage reward and pay plans, including job evaluation and incentive schemes, to motivate and retain employees.
5	Explore labor relations, trade unions, and their impact on organizational effectiveness. Understand key labor laws like the Industrial Disputes Act and the Employee Provident Fund Act. Learn conflict resolution techniques and ensure adherence to legal and ethical standards in HR practices.	• Apply knowledge of key labor laws and regulations to ensure compliance and address legal issues in HR practices. • Develop and implement effective conflict resolution strategies to manage workplace disputes and uphold ethical standards.

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. "Human Resource Management: A Contemporary Approach" by Ian Beardwell, Len Holden, and Tim Claydon (Pearson, 8th Edition, 2021) 2. "Training and Development: Enhancing Skills for Organizational Success" by David A. DeCenzo and Stephen P. Robbins (Wiley, 3rd Edition, 2022) 3. "Performance Management: Changing Behavior that Drives Organizational Effectiveness" by Aubrey C. Daniels (Performance Management Publications, 3rd Edition, 2017) 4. "Employment Law for Human Resource Practice" by Stephen J. Perkins and Geoffrey Wood (Cengage Learning, 6th Edition, 2020)

SEMESTER-V

Course Code	Course Title
06370501	Financial Management
06370502	Operations Management
06370503	Sales & Distribution Management
06370504	Managing Family Business Operations

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA-Entrepreneurship & Family Business
Course Code	06370501
Course Title	Financial Management
Academic Year	2025-26
Semester	V
Number of Credits	4
Course Prerequisite	Basic knowledge of Accounts and Financial Statements.

Course Synopsis	This course provides a comprehensive overview of financial management principles and their application in organizational decision-making. Students will gain a solid understanding of core financial concepts, including financial analysis, investment appraisal, cost of capital, capital structure, dividend policy, and working capital management. The course emphasizes both theoretical knowledge and practical application, equipping students with the skills to make informed financial decisions that contribute to organizational success and value creation.

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

CO1	Explain the fundamentals of financial management and its role in organizational success.
CO2	Evaluate investment opportunities using appropriate capital budgeting techniques.
CO3	Determine the optimal capital structure for a firm.
CO4	Analyze the impact of leverage and dividend policy on shareholder wealth.
CO5	Manage working capital efficiently to optimize liquidity and profitability.

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

Cos	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**
CO1	3	3	2	2	1	2	3	3	3	2
CO2	3	3	2	2	1	2	3	3	3	2
CO3	3	3	2	2	1	2	3	3	3	2
CO4	3	3	2	2	1	2	3	3	3	2
CO5	3	3	2	2	1	2	3	3	3	2
Average	3	3	2	2	1	2	3	3	3	2

Course Content:

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

Unit	Content	Competencies
1	Financial Management: Meaning, concept, significance, objectives and scope; financial decisions. Time value of money, Risk and Return Analysis.	• Explain the significance and objectives of financial management in achieving organizational goals. • Describe the scope and functions of financial management in different organizational contexts. • Evaluate different investment options using time value of money concepts. • Assess the risk-return profile of various investment opportunities.
2	Investment Decisions: Capital Budgeting: Estimation of relevant cash flows and terminal value; Evaluation techniques - Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index Method, RADR (Risk Adjusted Discount Rate).	• Describe the methods for estimating terminal value. • Calculate accounting rate of return, net present value, internal rate of return, profitability index, and risk-adjusted discount rate. • Explain the assumptions and limitations of each capital budgeting technique. • Define risk in the context of capital budgeting and its implications.
3	Cost of Capital and Financing Decisions: Concept, significance, computation of cost of capital: cost of debt, cost of preference capital, cost of equity share capital, cost of retained earnings. Weighted average cost of capital(WACC) and Marginal Cost of Capital Capital Structure: Theories of Capital Structure (Net Income; Net Operating Income; MM Hypothesis, Traditional Approach). Determinants of Capital Structure	• Determining the cost of different financing sources. **Compute** the weighted average cost of capital (WACC) and marginal cost of capital. • Understanding the mix of debt and equity financing. • Analyzing the impact of debt on a company's financial performance.

	Leverages: Meaning and types (financial leverage, operating leverage, composite leverage and its computation.	• Analyze a company's capital structure and determine its optimal mix. • Evaluate the impact of changes in capital structure on a company's financial performance. • Calculate the impact of financial and operating leverage on a company's earnings.
4	Dividend Decision: Theories for Relevance and Irrelevance of dividend decisions for corporate valuation- Walter's model, Gordon's model, MM hypothesis. Cash and Stock Dividends. Dividend Policy, determinants affecting dividend policy.	• Understanding the different perspectives on the impact of dividends on firm value. • Analyze a company's dividend policy and its impact on shareholder wealth. • Evaluate the appropriateness of different dividend policies under various circumstances.
5	Working Capital Decisions: Concepts of Working Capital; Operating and Cash Cycle; short term sources of finance; Determinants and need of Working Capital; Computation of working capital ; cash management; receivables management; inventory management	• **Explain** the operating and cash cycles and their impact on working capital requirements. • Identify different sources of short-term financing and Select appropriate short-term financing options based on a company's needs. • **Evaluate** the objectives and techniques of cash management, receivables management, inventory management and working capital estimation

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	30

Tutorial	10
Seminar/Journal Club	2
Small group discussion (SGD)	2
Self-directed learning (SDL) / Tutorial	5
Problem Based Learning (PBL)	6
Case/Project Based Learning (CBL)	4
Revision	1
Others If any:	
Total Number of Contact Hours	60

Assessment Methods:

Formative
Assignment
Case Based Presentation
Project
Business News Analysis
Class Test (Oral / Written)

Mapping of Assessment with COs

Nature of	**CO1**	**CO2**	**CO3**	**CO4**	**CO5**
Assignment /	✓	✓	✓	✓	✓
Class test (Oral and		✓	✓	✓	✓
Project/ Case		✓	✓		✓
Business News	✓				
Class room Exercise	✓	✓	✓	✓	✓
Student's Feedback					
(List of reference books)					

- Financial Management by IM Pandey, Vikas Publishing (11th Edition)
- Khan and Jain. Financial Management, Text, problems & Cases (Eight Edition) McGraw Hill Education
- R.P. Rustagi, Financial Management (14th edition), Taxmann Publications
- Chandra, P. Financial Management: theory & Practice. (10th edition) McGraw Hill Education

School of Commerce and Management	
Name of the Program	BBA- Entrepreneurship and Family Business
Course Code	06370502
Course Title	Operations Management
Academic Year	2025-26
Semester	V
Number of Credits	4
Course Prerequisite	The prerequisite for this course is a basic understanding of business concepts, including introductory courses in management and economics. Familiarity with quantitative methods, such as basic statistics and mathematics, is also recommended to grasp analytical tools used in operations management.
Course Synopsis	This course provides a comprehensive overview of Operations Management, emphasizing the strategic role of operations in enhancing organizational competitiveness. Students will explore critical topics such as production systems, process design, quality management, and supply chain strategies, focusing on integrating sustainability and emerging technologies. Practical applications and case studies will equip students with the skills to optimize operations in various business environments.
Course Outcomes: At the end of the course students will be able to:	
CO1	Understand and explain the fundamental concepts of operations management and its role in creating value within an organization, as well as the relationship between operations and other functional areas of management.

CO2	Analyze various factors affecting productivity and location decisions and apply location analysis methods to optimize site selection for manufacturing or service operations
CO3	Design effective plant layouts and capacity plans by evaluating different layout types and capacity strategies, incorporating lean principles and flexibility in operations management.
CO4	Implement quality management tools and techniques, such as control charts, TQM, and ISO standards, to ensure continuous improvement and adherence to quality standards in operational processes.
CO5	Develop and manage efficient supply chains by integrating supply chain strategy, inventory management techniques, and emerging trends like digitalization and sustainability to optimize supply chain performance in a global context.

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**	**PSO 1**	**PSO 2**
CO1	3	2	2	1	1	2	2	1	3	2
CO2	3	3	2	2	1	2	3	2	3	3
CO3	3	3	1	2	1	2	3	2	3	3
CO4	3	3	2	2	1	2	3	1	3	3
CO5	3	3	2	2	1	3	3	2	3	3
Average	**3**	2.8	1.8	**1.8**	1	2.2	2.8	1.6	3	2.8

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

Unit	**Content**	**Competencies**
1	Unit I: Introduction to Operations Management Operations Management: Definition, Evolution, Importance, Production functions: Functions of production management, Relationship with other functional areas of management, Scope of production management, Types of production systems, Role of technology in	• C1. Understand the foundational concepts and evolution of operations management. • C2. Analyze the role of technology and sustainability in modern operations.

	operations, Introduction to sustainability in operations.	
2	Unit II: Productivity and Facility Location Productivity: Meaning of productivity, Various factors affecting productivity, Location: Various factors affecting location and site decisions, Methods of location analysis, Location analysis and planning, Process design and analysis, Service operations management.	• C1. Evaluate factors influencing productivity and location decisions. • C2. Develop skills to design efficient processes and analyze service operations.c
3	Unit III: Plant Layout and Capacity Planning Plant layout: Meaning, Objectives, Factors affecting plant layout, Types of layouts, Concept of line balancing, Capacity planning: Definition, Determinants of effective capacity, Capacity strategies and implications, Measuring capacity, Introduction to Lean management, Importance of flexibility in capacity planning.	• C1. Design effective plant layouts and capacity plans. • C2. Apply lean principles and understand the importance of flexibility in operations.
4	Unit IV: Quality Management Quality management: Concept, Definition of quality, Basics, Seven basic quality management tools, Quality control and assurance, Concept of control charts and run charts, TQM, ISO quality systems, ISO 9000, Introduction to Lean Six Sigma, Continuous Improvement, and Kaizen.	• C1. Implement quality management tools to enhance operational effectiveness. • C2. Integrate continuous improvement practices in quality management.
5	Unit V: Supply Chain and Logistics Management Supply chain strategy: Designing and managing supply chain networks, Supplier relationship management, Supply chain risk management, Logistics and distribution: Transportation and warehousing management, Inventory management and control, Order fulfillment and distribution.	• C1. Design and manage efficient supply chains considering global. • C2. Apply inventory management techniques to optimize supply chain performance.

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	Summative
Formative	End Semester Examination
Assignment	
Case Based Presentation	
Project	
Business News Analysis	
Seminar / Presenation / Quiz	
Class Test (Written)	

Mapping of Assessment with COs

Nature of Assessment	CO1	CO2	CO3	CO4	CO5
Assignment		✓	✓	✓	
Project				✓	✓
Case Based Presentation					✓
Business News Analysis	✓	✓			
Seminar / Presenation / Quiz	✓		✓		
Class Test (Written)	✓			✓	

End Semester Examination	✓	✓	✓	✓	✓
Feedback Process					

List of reference books

1. Aswathappa, K., G. Sudarsana Reddy, B. Krishna Reddy, Production & Operation Management, Himalaya Publishing House, 8 th Ed.
2. Mahadevan. B, Operations Management: Theory and Practice, 2010, Pearson Education, 3 rd Ed.
3. Stevenson J. William, Operations Management, 2009, 9 th Ed. Tata McGraw-Hill.
4. James R Evans, David A. Collier, Operations Management, 2007, Cengage Learning.
5. Everett. Adam, Jr. and Ronald J. Elbert, Production and Operations Management Concepts, Models and Behaviour, 2003, Prentice Hall of India, 5 th Ed.
6. Chary, S. N., Theory and problems in production and operations management. Tata McGraw-Hill Education, 6 th Ed.
7. Buffa and. Sarin, Modern Production / Operations Management, Wiley, 8 Ed.

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA- Entrepreneurship and Family Business
Course Code	06370503
Course Title	Sales and Distribution Management
Academic Year	2025-26
Semester	V
Number of Credits	4
Course Prerequisite	Students are expected to have a foundational understanding of marketing principles, including basic consumer behavior and market segmentation concepts. Prior exposure to business management or marketing courses will be beneficial for grasping advanced sales and distribution management topics.
Course Synopsis	This course provides a comprehensive overview of sales and distribution management, focusing on integrating sales strategies with effective distribution channels. It covers key topics such as

	sales techniques, sales force management, omnichannel distribution, and the impact of digital transformation on both sales and distribution. The course equips students with the skills to manage sales operations and distribution networks in dynamic business environments.

Course Outcomes:

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

CO1	Analyze the key components of the sales process and distribution management to understand how they contribute to the overall marketing strategy.
CO2	Evaluate various sales techniques and strategies, including digital selling, to determine their effectiveness in different business environments.
CO3	To develop efficient sales teams, apply sales force management principles, such as recruitment, training, and performance evaluation.
CO4	Understand the role of modern distribution channels, including omnichannel strategies, and their impact on customer satisfaction and business profitability.
CO5	Create effective sales and distribution plans by integrating data-driven insights, sustainable practices, and emerging technologies like AI and e-commerce.

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

COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**
CO1	2	2	1	1	1	2	2	1	3	2
CO2	2	3	2	1	1	2	2	1	3	3
CO3	2	2	1	3	1	2	2	1	3	2
CO4	3	2	1	1	1	2	2	1	3	2
CO5	3	3	2	2	1	3	3	2	3	3
Average	2.4	2.4	1.4	1.6	1	2.2	2.2	1.2	3	2.4

Course Content:

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

Unit	Content	Competencies
1	Nature and Scope of Sales and Distribution Management, Evolution and Importance of Sales Management, Integration of Sales and Distribution, Role of Sales in the Marketing Mix, Sales as a Career.	1. Understand the fundamental concepts and scope of sales and distribution management. 2. Develop the ability to integrate sales with distribution strategies for cohesive business growth.
2	Sales Process: Prospecting, Pre-approach, Approach, Presentation, Handling Objections, Closing, Post-Sales Service, Types of Selling (Transactional, Consultative, Relationship), Emerging Trends in Sales (digital selling, AI in sales, customer-centric selling), Importance of CRM in Sales, Ethical and Legal Aspects of Selling.	1. Master various sales techniques and the complete sales cycle, including digital sales approaches. 2. Evaluate the role of CRM in enhancing customer relationships and sales outcomes.
3	Sales Force Recruitment, Selection, Training, Motivation and Compensation, Designing Sales Territories, Sales Forecasting, Sales Budgeting, Sales Analytics and Data-Driven Sales Strategies, Evaluating Sales Force Performance, Managing Sales Teams in Virtual Environments.	1. Develop skills in sales force recruitment, training, and performance evaluation. 2. Leverage sales analytics and data-driven insights for effective sales management.
4	Concept and Importance of Distribution, Designing Distribution Channels, Channel Intermediaries (Wholesalers, Distributors, Retailers, Agents), Omni-	1. Understand and apply modern distribution strategies, including

	….channel Distribution, Channel Conflict and Cooperation, Logistics and Supply Chain Management, Inventory Control, Warehouse Management, Role of Technology in Distribution.	omnichannel distribution. 2. Analyze and resolve channel conflicts while managing distribution logistics efficiently.
5	Digital Transformation in Sales and Distribution: e-Commerce and m-Commerce, AI and Machine Learning in Sales Forecasting and Customer Insights, Social Selling, Direct-to-Consumer (D2C) Channels, Sustainable Sales and Distribution Practices, Green Logistics, Role of Data and Analytics in Optimizing Distribution, Future of Sales and Distribution.	1. Explore and understand the impact of digital transformation on sales and distribution channels. 2. Develop the ability to implement sustainable and technology-driven sales and distribution 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	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:

Assignment

Case Based Presentation
Project
Business News Analysis

Mapping of Assessment with COs

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

- Rajan, C. (2017). Sales and Distribution Management. McGraw Hill Education.
- Sengupta, J. K. (2018). Sales and Distribution Management: An Indian Perspective. Prentice Hall India.
- Sharma, A., & Gupta, R. (2020). Sales Management. Pearson Education India.
- Weitz, B. A., & Bradford, K. D. (2018). Personal Selling and Sales Management. Cengage Learning.

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA- Entrepreneurship and Family Business

Course Code	06370504
Course Title	Managing Family Business Operations
Academic Year	2025-26
Semester	V
Number of Credits	4
Course Prerequisite	Basic understanding of business fundamentals, entrepreneurship and organizational behaviour, familiarity with introductory concepts of strategy and finance, and ability to analyse case studies and business situations.
Course Synopsis	This course introduces students to the unique dynamics of family-owned and family-managed enterprises. It covers the characteristics and economic significance of family business, governance structures and the family constitution, succession planning and next-generation entry, conflict resolution and professionalization of operations, and strategies for growth, wealth management and exit. Using contemporary Indian and global family business case studies, the course equips students to manage the interface between family, ownership and business.

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

CO1	Understand the concept, characteristics and economic significance of family business, and the three-circle model of family, ownership and business.
CO2	Analyse governance structures, the family constitution and the family council in managing family businesses.
CO3	Develop succession planning strategies for leadership transition and next-generation entry in family firms.
CO4	Evaluate conflict resolution mechanisms and strategies for professionalizing family business operations.
CO5	Assess growth, wealth management and exit strategies for sustaining family business across generations.

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

COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**	**PSO3**	**PSO4**

CO1	2	1	1			2	1		
CO2	2	2	2	1	1	2	2	1	1
CO3	2	2	3	2	2	2	2	2	2
CO4	2	3	2	2	2	1	2	2	2
CO5	3	3	3	3	3	3	3	3	3
Average	2.2	2.2	2.2	2.0	2.0	2.0	2.0	2.0	2.0

Course Content:

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

Unit	**Content**	**Competencies**
1	**Introduction to Family Business:** Concept, characteristics and economic significance of family business; contribution of family business to the Indian economy; the three-circle model of family, ownership and business; types of family businesses; myths and realities of family business; distinguishing features of family-owned versus professionally managed businesses.	• Understand the concept, characteristics and economic significance of family business. • Apply the three-circle model to analyse family business systems. • Distinguish family-owned businesses from professionally managed businesses.
2	**Family Business Governance:** Governance structures – family council, family assembly and board of directors; drafting a family constitution/charter; defining roles of family members versus professional managers; balancing family and business goals;conflict of interest and agency issues in family firms.	• Analyse governance structures suited to family businesses. • Draft the key elements of a family constitution. • Evaluate agency issues and conflicts of interest in family firms.
3	**Succession Planning and Next-Generation Entry:** Importance and process of succession planning; identifying and grooming successors; challenges in leadership transition; entry of the next generation (NextGen) into the business; the parallel planning process;	• Develop a succession planning process for a family business. • Identify challenges in leadership transition and NextGen entry.

	case studies of succession in Indian family businesses – Tata, Reliance, Bajaj, Godrej.	• Analyse succession strategies through Indian family business case studies.
4	**Managing Conflicts and Professionalizing Family Business:** Sources of conflict in family businesses – sibling rivalry, in-laws, inheritance disputes; conflict resolution mechanisms; professionalization – induction of non-family professionals, HR policies and performance management; family employment policy; balancing emotional and business considerations.	• Identify sources of conflict and apply resolution mechanisms in family firms. • Design HR policies for professionalizing family business operations. • Balance emotional and business considerations in decision-making.
5	**Growth, Wealth Management and Exit Strategies:** Growth strategies for family firms – diversification, expansion, mergers and acquisitions; family wealth and estate planning; the family office concept; strategies for managing business splits and family disputes; exit strategies – sale, IPO and demerger; sustaining family business across generations; case studies of successful and failed Indian family businesses.	• Evaluate growth strategies for family businesses. • Understand family wealth management and the family office concept. • Assess exit strategies and factors sustaining family business across generations.

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

Mapping of Assessment with COs

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

(List of reference books)

1. Poza, Ernesto J. & Daugherty, Mary S. (2020). Family Business. Cengage Learning.

2. Ward, John L. (2016). Perpetuating the Family Business: 50 Lessons Learned from Long-Lasting, Successful Families in Business. Palgrave Macmillan.

3. Gersick, Kelin E., Davis, John A., Hampton, Marion McCollom & Lansberg, Ivan (1997). Generation to Generation: Life Cycles of the Family Business. Harvard Business School Press.

4. Carlock, Randel S. & Ward, John L. (2010). When Family Businesses Are Best. Palgrave Macmillan.

5. Piramal, Gita (1996). Business Maharajas. Penguin Books India.

6. Tripathi, Dwijendra & Jumani, Jyoti (2013). The Concise Oxford History of Indian Business. Oxford University Press.

7. Astrachan, Joseph H. & Shanker, Melissa Carey (2003). Family Businesses' Contribution to the U.S. Economy: A Closer Look. Family Business Review.

8. Sharma, Pramodita (2004). An Overview of the Field of Family Business Studies. Family Business Review.

9. Kachaner, Nicolas, Stalk, George & Bloch, Alain (2012). What You Can Learn from Family Business. Harvard Business Review.

10. Chrisman, James J., Chua, Jess H. & Sharma, Pramodita (2005). Trends and Directions in the Development of a Strategic Management Theory of the Family Firm. Entrepreneurship Theory and

Semester VI

Course Code	Course Title
06370601	Growth Strategies for SME's
06370602	Advertising & Public Relations
06370603	Succession Planning
06370604	Strategic Management of the Enterprise

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA-Entrepreneurship & Family Business
Course Code	06370601
Course Title	Growth Strategies for SME's
Academic Year	2025-26
Semester	VI
Number of Credits	4
Course Prerequisite	Basic understanding of entrepreneurship, business management, marketing, finance, and innovation.
Course Synopsis	Develops strategic capabilities for scaling SMEs through growth planning, innovation, digital transformation, financial strategies, market expansion, partnerships, sustainability, and leadership in dynamic business environments.
Course Outcomes: At the end of the course students will be able to:	
CO1	Explain various growth strategies and lifecycle stages of SMEs.
CO2	Evaluate strategic options for business expansion, diversification, and competitive advantage.
CO3	Apply financial, marketing, and digital strategies to support SME growth.
CO4	Design innovation, internationalization, and partnership strategies for scaling SMEs.
CO5	Develop sustainable growth plans considering leadership, governance, and risk management.

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

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	3	2	1	–	–	–	2	–	3	1
CO2	3	3	2	2	–	1	3	1	3	2
CO3	2	3	2	1	1	2	3	2	2	3

CO4	2	3	2	3	–	3	3	2	3	3
CO5	2	2	2	3	3	2	2	3	2	3
Average	**2.4**	**2.6**	**1.8**	**2.3**	**2**	**2**	**2.6**	**2**	**2.6**	**2.4**

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

Unit	**Content**	**Competencies**
1	**Unit 1: Understanding SME Growth and Business Lifecycle-** Introduction to SMEs and their economic significance, SME growth lifecycle, entrepreneurial growth mindset, stages of business growth, barriers to growth, internal and external growth drivers, competitive environment analysis, business model evaluation, growth readiness assessment.	• Strategic thinking • Business opportunity assessment • Entrepreneurial decision-making • Analytical ability • •
2	**Unit 2: Strategic Growth Planning-** Business growth strategies, market penetration, market development, product development, diversification strategies, competitive advantage, strategic planning tools, SWOT analysis, Ansoff Matrix, Blue Ocean Strategy, scaling business operations.	• Strategic planning • Competitive analysis • Business expansion planning • Problem-solving
3	**Unit 3: Financial and Digital Growth Strategies-**Growth financing options, venture capital, angel investment, crowdfunding, bank finance, working capital management during expansion, digital transformation, e-commerce strategies, digital marketing, CRM systems, business analytics for growth.	• Financial decision-making • Digital business management • Resource optimization • Technology adoption
4	**Unit: 4 Innovation, Collaboration and International Growth-**Innovation management, product and process innovation, intellectual property basics, strategic alliances, networking, incubation support, export readiness, international market entry strategies, franchising,	• Innovation capability • Collaboration and networking • Global business orientation • Opportunity recognition

	licensing, joint ventures, globalization opportunities.	
5	**Unit 5: Sustainable Growth and Leadership**-Leadership for growing enterprises, organizational culture, talent management, succession planning, ESG practices for SMEs, sustainable business models, risk management, crisis management, governance practices, growth strategy implementation and performance evaluation.ss	• Leadership • Sustainability orientation • Risk management • Ethical business 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
Multiple Choice Questions (MCQ)
Case Based Presentation
Quiz
Seminars
Assignment
Business News Analysis
Classroom Exercise & Simulation
Case Studies/ Project
Practical Log Book
Class Test

Mapping of Assessment with COs

Nature of Assessment	**CO1**	**CO2**	**CO3**	**CO4**	**CO5**
Multiple Choice Questions (MCQ)	✓	✓	✓	✓	✓
Case Based Presentation		✓	✓	✓	✓
Seminars			✓		✓
Assignment	✓	✓	✓	✓	✓
Business News Analysis	✓	✓	✓	✓	✓
Classroom Exercise & Simulation	✓	✓	✓	✓	✓
Case Studies/ Project			✓	✓	✓
Practical Log Book		✓	✓	✓	
Class Test	✓	✓	✓	✓	✓
Student's Feedback					
(List of reference books)					

David, F. R., & David, F. R. Strategic Management: Concepts and Cases.
Hisrich, R., Peters, M., & Shepherd, D. Entrepreneurship.
Scarborough, N. Essentials of Entrepreneurship and Small Business Management.
Tidd, J., & Bessant, J. Managing Innovation.
Osterwalder, A., & Pigneur, Y. Business Model Generation.
Barringer, B. Entrepreneurship Successfully Launching New Ventures.

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA Entrepreneurship & Family Business
Course Code	06370602

Course Title	Advertising & Public Relations
Academic Year	2025-26
Semester	VI
Number of Credits	4
Course Prerequisite	Basic understanding of marketing, communication, consumer behaviour, branding, and business concepts.
Course Synopsis	Develops competencies in advertising, branding, media planning, public relations, digital communication, campaign management, corporate reputation, crisis communication, and integrated promotional strategies for entrepreneurial and business organizations.

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

CO1	Explain the concepts, functions, and strategic role of advertising and public relations in business communication.
CO2	Analyze consumer behaviour, advertising appeals, media options, and promotional strategies for effective communication.
CO3	Develop integrated advertising and public relations campaigns using traditional and digital media platforms.
CO4	Evaluate corporate communication, public relations practices, event management, and crisis communication strategies.
CO5	Design ethical and socially responsible advertising and public relations strategies to enhance organizational reputation and stakeholder relationships.

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

COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**
CO1	3	2	3	1	1	–	2	1	3	1
CO2	3	3	3	2	–	2	3	1	3	2
CO3	2	3	3	2	1	2	3	2	2	3
CO4	2	3	3	3	2	3	3	3	2	3
CO5	2	2	2	2	3	2	2	3	2	3
Average	**2.4**	**2.6**	**2.8**	**2**	**1.8**	**2.3**	**2.6**	**2**	**2.4**	**2.4**

Course Content:

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

3		1	0	4
Unit	**Content**		**Competencies**	
1	**Unit 1: Introduction to Advertising and Public Relations-**Meaning, nature and importance of advertising, evolution of advertising, objectives and functions of advertising, types of advertising, advertising process, advertising agencies, public relations: meaning, objectives, functions, principles, scope of PR, differences between advertising, publicity, propaganda and public relations, role of advertising and PR in entrepreneurship and business growth.		• Business communication • Marketing communication • Brand awareness • Strategic thinking	
2	**Unit 2: Consumer Behaviour, Creative Advertising and Media Planning-** Consumer behaviour and advertising response, advertising appeals, advertising copy, creativity in advertising, advertising layout and design, branding and positioning, media planning, media selection, budgeting methods, media scheduling, effectiveness of traditional and digital advertising, influencer marketing and social media advertising.		• Consumer analysis • Creative communication • Media planning • Digital marketing skills	
3	**Unit 3: Public Relations Strategies and Corporate Communication-** Internal and external publics, corporate communication, stakeholder relationship management, media relations, press releases, press conferences, corporate identity and image building, public affairs, community relations, CSR communication, government relations, employee communication, digital public relations.		• Corporate communication • Stakeholder management • Relationship building • Professional communication	
4	**Unit 4: Digital Advertising, Event Management and Crisis Communication-** Integrated Marketing Communication (IMC), digital advertising platforms, search engine marketing, social media campaigns, content marketing, email marketing, online reputation management, event planning and management, sponsorship, crisis communication, reputation management, handling negative publicity, AI applications in advertising and public relations.		• Digital communication • Event management • Crisis management • Technology adoption	

5	**Unit 5: Ethics, Emerging Trends and Campaign Development-** Ethics in advertising and public relations, legal regulations, ASCI guidelines, intellectual property issues, advertising standards, sustainability communication, green advertising, social advertising, international advertising, integrated advertising campaign planning, public relations campaign design, evaluation of communication effectiveness, future trends in advertising and PR.	• Ethical decision-making • Campaign planning • Sustainability orientation • Innovation and leadership

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
Multiple Choice Questions (MCQ)
Case Based Presentation
Quiz
Seminars
Assignment
Business News Analysis
Classroom Exercise & Simulation
Case Studies/ Project
Practical Log Book
Class Test

Mapping of Assessment with COs

Nature of Assessment	CO1	CO2	CO3	CO4	CO5
Multiple Choice Questions (MCQ)	✓	✓	✓	✓	✓
Case Based Presentation		✓	✓	✓	✓
Seminars			✓		✓
Assignment	✓	✓	✓	✓	✓
Business News Analysis	✓	✓	✓	✓	✓
Classroom Exercise & Simulation	✓	✓	✓	✓	✓
Case Studies/ Project			✓	✓	✓
Practical Log Book		✓	✓	✓	
Class Test	✓	✓	✓	✓	✓
Student's Feedback					

(List of reference books)

- Belch, G. E., & Belch, M. A. *Advertising and Promotion: An Integrated Marketing Communications Perspective.*
- Kotler, P., & Keller, K. L. *Marketing Management.*
- Cutlip, S. M., Center, A. H., & Broom, G. M. *Effective Public Relations.*
- Dennis L. Wilcox & Glen T. Cameron. *Public Relations: Strategies and Tactics.*
- Wells, W., Burnett, J., & Moriarty, S. *Advertising: Principles and Practice.*
- Batra, R., Myers, J. G., & Aaker, D. A. *Advertising Management.*
- Arens, W. F., Weigold, M. F., & Arens, C. *Contemporary Advertising.*
- Chunawalla, S. A., & Sethia, K. C. *Foundations of Advertising Theory and Practice.*

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA Entrepreneurship & Family Business
Course Code	06370603
Course Title	Succession Planning
Academic Year	2025-26
Semester	VI
Number of Credits	4
Course Prerequisite	Basic understanding of management, entrepreneurship, leadership, organizational behaviour and family business.
Course Synopsis	Develops competencies in succession planning, leadership development, governance, family business continuity, talent management, conflict resolution, and sustainable organizational growth through structured succession strategies.

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

CO1	Explain the concepts, importance, and processes of succession planning in organizations and family businesses.
CO2	Analyze leadership development, talent identification, and competency assessment for succession planning.
CO3	Develop succession strategies incorporating governance, family business continuity, and risk management principles.
CO4	Evaluate succession challenges, stakeholder expectations, conflict management, and legal considerations in business continuity.
CO5	Design sustainable succession plans that promote leadership continuity, innovation, ethics, and long-term organizational growth.

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

Cos	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**
CO1	3	2	2	1	1	–	2	1	3	2
CO2	3	3	2	2	1	2	3	2	3	2
CO3	3	3	2	3	2	2	3	2	3	3
CO4	2	3	3	3	3	2	3	3	2	3
CO5	2	2	2	3	3	3	2	3	2	3

Average	**2.6**	**2.6**	**2.2**	**2.4**	**2**	**1.8**	**2.6**	**2.2**	**2.6**	**2.6**

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

Unit	**Content**	**Competencies**
1	**Unit 1:Foundations of Succession Planning-** Meaning, concept and importance of succession planning, objectives and benefits, succession planning versus replacement planning, strategic importance of succession planning, organizational life cycle, succession planning process, family business characteristics, succession planning challenges in SMEs and family enterprises, role of entrepreneurship in business continuity.	• Strategic thinking • Business continuity planning • Organizational awareness • Entrepreneurial perspective
2	**Unit 2: Leadership Development and Talent Management-** Leadership competencies, identifying high-potential employees, competency mapping, talent management, performance management, employee development, mentoring and coaching, leadership pipeline, career planning, learning and development, succession readiness assessment.	• Leadership development • Talent identification • Decision making • Human resource management
3	**Unit 3: Family Business Governance and Succession Strategies-** Family business governance, family constitution, ownership succession, management succession, governance structures, board of directors, family council, professionalization of family businesses, succession models, next-generation leadership, entrepreneurship across generations, wealth preservation.	• Governance • Strategic leadership • Family business management • Long-term planning
4	**Unit: 4 Succession Challenges, Risk Management and Legal Issues-** Succession barriers, organizational resistance, conflict management, communication during succession, emotional intelligence in succession, crisis management, legal and taxation issues,	• Conflict resolution • Risk management • Legal awareness • Stakeholder management

	inheritance planning, estate planning, business valuation, succession risk assessment, stakeholder communication.	
5	**Unit 5: Digital Transformation, Sustainability and Future of Succession Planning-**Digital leadership, AI and HR analytics in succession planning, succession planning in startups and SMEs, diversity and inclusion in leadership succession, ESG and sustainable leadership, succession metrics, succession audit, implementation of succession plans, case studies of Indian and global family businesses, future trends in succession planning. -	• Digital leadership • Sustainability orientation • Innovation management Strategic 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**
Multiple Choice Questions (MCQ)	-
Case Based Presentation	
Quiz	
Seminars	
Assignment	
Business News Analysis	
Classroom Exercise & Simulation	
Case Studies/ Project	
Practical Log Book	
Class Test	

Mapping of Assessment with COs

Nature of Assessment	**CO1**	**CO2**	**CO3**	**CO4**	**CO5**
Multiple Choice Questions (MCQ)	✓	✓	✓	✓	✓
Case Based Presentation		✓	✓	✓	✓
Seminars			✓		✓
Assignment	✓	✓	✓	✓	✓
Business News Analysis	✓	✓	✓	✓	✓
Classroom Exercise & Simulation	✓	✓	✓	✓	✓
Case Studies/ Project			✓	✓	✓
Practical Log Book		✓	✓	✓	
Class Test	✓	✓	✓	✓	✓
Student's Feedback					

(List of reference books)

- Rothwell, W. J. Effective Succession Planning.
- Poza, E. J. Family Business.
- Ward, J. L. Keeping the Family Business Healthy.
- Le Breton-Miller, I., & Miller, D. Managing for the Long Run.
- Carlock, R. S., & Ward, J. L. Strategic Planning for the Family Business.
- Sharma, P. Family Business Studies: An Annotated Bibliography.
- Dessler, G. Human Resource Management.
- Robbins, S. P., & Judge, T. A. Organizational Behavior.

Name of the Department	Commerce and Management
Name of the Program	BBA-Entrepreneurship and Family Business
Course Code	06370604
Course Title	Strategic Management of the Enterprises
Academic Year	2025-26
Semester	VI
Number of Credits	4
Course Prerequisite	Knowledge of management, marketing, finance, entrepreneurship, organizational behaviour, and business environment.
Course Synopsis	Develops strategic thinking for enterprise growth through environmental analysis, competitive strategies, innovation, implementation, governance, and performance evaluation, enabling sustainable competitive advantage in dynamic business environments.

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

CO1	Explain strategic management concepts, strategic planning processes, and their significance in enterprise success.
CO2	Analyze internal and external business environments using strategic management tools and frameworks.
CO3	Formulate competitive, corporate, and entrepreneurial strategies for sustainable enterprise growth.
CO4	Evaluate strategy implementation, leadership, governance, innovation, and organizational change for strategic effectiveness.
CO5	Design strategic plans integrating ethics, sustainability, digital transformation, and global business perspectives.

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

COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**
CO1	s	2	2	1	1	1	2	1	3	2
CO2	3	3	2	2	1	2	3	2	3	2
CO3	3	3	2	2	1	2	3	2	3	3
CO4	2	3	3	3	2	3	3	3	2	3
CO5	2	2	2	2	3	2	2	3	2	3

Average	**2.6**	**2.6**	**2.2**	**2**	**1.6**	**2**	**2.6**	**2.2**	**2.6**	**2.6**

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

Unit	**Content**	**Competencies**
1	**Unit 1:Introduction to Strategic Management-** Concept, nature and importance of strategic management, strategic management process, vision, mission, goals and objectives, levels of strategy, strategic intent, strategic decision-making, strategic leadership, characteristics of successful enterprises, entrepreneurship and strategic thinking.	• Strategic thinking • Business planning • Entrepreneurial orientation • Leadership awareness
2	**Unit 2: Environmental and Strategic Analysis-**Business environment analysis, macro and micro environmental analysis, PESTLE analysis, Porter's Five Forces Model, SWOT analysis, value chain analysis, VRIO framework, stakeholder analysis, industry life cycle, competitor analysis, strategic capability assessment.	• Analytical thinking • Environmental scanning • Strategic analysis • Competitive assessment
3	**Unit 3: Strategy Formulation and Competitive Advantage-** Business-level strategies, corporate-level strategies, diversification, integration strategies, mergers and acquisitions, strategic alliances, Blue Ocean Strategy, Ansoff Growth Matrix, BCG Matrix, entrepreneurial strategies for SMEs and family businesses, innovation strategies, internationalization strategies.	• Strategic formulation • Innovation management • Business growth planning • Decision-making
s	**Unit: 4 Strategy Implementation and Organizational Transformation-** Strategy implementation process, organizational structure, organizational culture, resource allocation, strategic leadership, change management, project management, digital transformation, AI in strategic management, governance, strategic control, balanced scorecard, performance measurement.	• Leadership • Change management • Digital transformation • Performance management

5	**Unit 5: Strategic Evaluation, Sustainability and Contemporary Issues-** Strategic evaluation and control, key performance indicators, risk management, business continuity planning, corporate governance, ethics in strategic management, ESG and sustainability strategies, circular economy, global strategy, emerging technologies, strategic resilience, case studies of Indian and international enterprises.	• Strategic evaluation • Etsshical leadership • Sustainability management • Global business perspective

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
Multiple Choice Questions (MCQ)
Case Based Presentation
Quiz
Seminars
Assignment
Business News Analysis
Classroom Exercise & Simulation
Case Studies/ Project
Practical Log Book
Class Test

Mapping of Assessment with COs

Nature of Assessment	**CO1**	**CO2**	**CO3**	**CO4**	**CO5**
Multiple Choice Questions (MCQ)	✓	✓	✓	✓	✓
Case Based Presentation		✓	✓	✓	✓
Seminars			✓		✓
Assignment	✓	✓	✓	✓	✓
Business News Analysis	✓	✓	✓	✓	✓
Classroom Exercise & Simulation	✓	✓	✓	✓	✓
Case Studies/ Project			✓	✓	✓
Practical Log Book		✓	✓	✓	
Class Test	✓	✓	✓	✓	✓
Student's Feedback					
(List of reference books)					

- David, F. R., & David, F. R. Strategic Management: Concepts and Cases.
- Thompson, A. A., Strickland, A. J., & Gamble, J. E. Crafting and Executing Strategy.
- Wheelen, T. L., Hunger, J. D., Hoffman, A. N., & Bamford, C. E. Strategic Management and Business Policy.
- Porter, M. E. Competitive Strategy.
- Porter, M. E. Competitive Advantage.
- Johnson, G., Scholes, K., & Whittington, R. Exploring Strategy.
- Grant, R. M. Contemporary Strategy Analysis.
- Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. Strategic Management: Competitiveness and Globalization

Semester-VII

Course Code	Course Title
06370701	Application of Business Research Methods
06370702	Negotiation Skills
06370703	Training and Development
06370704	Service Marketing
06370705	Income Tax

	School of Commerce and Management
Name of the Department	Commerce and Management
Name of the Program	BBA-Entrepreneurship and Family Business
Course Code	06370701
Course Title	Application of Business Research Methods
Academic Year	2025-26
Semester	VII
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	PSO1	PSO2
CO1	**2**	**1**	**1**	**1**	**1**	**3**			**2**	**1**
CO2	**2**	**2**	**2**	**2**	**2**	**3**			**3**	**2**
CO3	**3**	**2**	**3**	**3**	**3**	**3**			**2**	**3**
CO4	**1**	**2**	**2**	**1**	**2**	**2**			**3**	**2**
CO5	**1**	**1**	**1**	**1**	**1**	**2**	**3**		**2**	**3**
Average	**1.8**	**1.6**	**1.8**	**1.6**	**2**	**2.75**			**2.5**	**2.25**

Course Content:

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

Unit	Content	Competencies
1	Unit I: 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.)	• Demonstrate understanding of the research process and its application in a business context. • Critically evaluate research problems and formulate research questions.

	Research ethics and integrity, including data privacy and research misconduct	
2	Unit II: 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	Unit III: 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 Data visualization techniques (charts, graphs, tables) Exploratory data analysis (EDA) techniques Introduction to data mining and big data analytics	• Apply statistical techniques to analyze data and draw meaningful conclusions. • Create effective data visualizations to communicate research findings.
4	Unit IV: Advanced Statistical Techniques and Modeling Regression analysis (simple and multiple linear regression) Logistic regression	• Build and evaluate statistical models to explain relationships between variables.

	Time series analysis Multivariate analysis techniques (factor analysis, cluster analysis) Model building and evaluation	• Apply advanced statistical techniques to address complex research questions.
5	Unit V: 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
Assignment
Case Based Presentation
Project
Business News Analysis

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	BBA-Entrepreneurship and Family Business
Course Code	06370702
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 mechanisms; persuasion and influencing skills; handling objections and maintaining positive relationships during negotiations.	**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, 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	**Emotional Intelligence Competency:** Ability to demonstrate self-awareness, empathy, emotional control, and interpersonal sensitivity during negotiations. (CO4, CO5)

	multicultural interactions; managing difficult people, ethical negotiation practices, networking skills, and sustaining long-term professional relationships.	**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	Commerce and Management
Name of the Program	BBA-Entrepreneurship and Family Business
Course Code	06370703

Course Title	Training and Development
Academic Year	2025-26
Semester	VII
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**	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	**3**					**3**	**2**	**2**	**1**
CO2		**3**				**3**	**2**	**2**	**1**

CO3			**3**			**3**	**3**	**3**	**2**
CO4				**3**		**2**	**3**	**2**	**3**
CO5					**3**	**2**	**3**	**2**	**2**
Average	**0.6**	**0.6**	**0.6**	**0.6**	**0.6**	**1.8**	**2.6**	**1.8**	**2**

Course Content:

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

Unit		
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 analysis; output of TNA, approaches to TNA: Proactive TNA, Reactive TNA.	• Analyze organizational, task, and individual training needs using appropriate TNA techniques. • Explain the role of training and development in enhancing organizational and employee performance.
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

Assessment Methods:

Objective Structured Practical Examination (OSPE)
Quiz
Problem Based Learning (PBL)
Journal Club

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					
List of reference books:						

- R. Noe, Employee Training and Development by, McGraw-Hill; 4th edition (January 1, 2007)
- B.Taylor & G.Lippitt, Management Development and Training Handbook, McGraw Hill

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA-Entrepreneurship and Family Business
Course Code	06370704
Course Title	Service Marketing
Academic Year	2025-26
Semester	VII
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	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.
CO3	Students will be able to critically evaluate research articles, identifying strengths, weaknesses, and potential biases in research design and methodology.

CO4	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:

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

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	2	1	1	1	1	3			2	1
CO2	2	2	2	2	2	3			3	2
CO3	3	2	3	3	3	3			2	3
CO4	1	2	2	1	2	2			3	2
CO5	1	1	1	1	1	2	3		2	3
Average	1.8	1.6	1.8	1.6	2	2.75			2.5	2.25

Course Content:

L (Hours/Week)	T (Hours/ Week)	P (Hours/Week)	Total Hour/Week
3	**1**	**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,	• Analyze customer behavior and identify key drivers of satisfaction and loyalty. • Apply service quality frameworks, including

	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	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 a service culture, service performance management	• Evaluate the role of employees in service delivery and customer satisfaction. • Design strategies for service recovery and creating a positive service culture.

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	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 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. Lovelock, C., & Wirtz, J. (2019). Services Marketing: People, Technology, Strategy. Pearson. 2. Zeithaml, V., Bitner, M. J., & Gremler, D. (2020). Services Marketing: Integrating Customer Focus Across the Firm. McGraw-Hill. 3. Fitzsimmons, J., & Fitzsimmons, M. (2016). Service Management: Operations, Strategy, Information Technology. McGraw-Hill. 4. Grönroos, C. (2015). Service Management and Marketing: Managing the Service Profit Logic. Wiley.					

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA-Entrepreneurship and Family Business
Course Code	06370705
Course Title	Income Tax
Academic Year	2025-26
Semester	VII
Number of Credits	4
Course Prerequisite	Basic knowledge for computing total income and tax liability, and payment thereof.
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:

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

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.

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

COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**
CO1	**3**								**3**	
CO2	**3**	**3**		**2**		**2**				**3**
CO3	**3**	**3**		**2**		**2**				**3**
CO4	**3**	**3**		**2**			**2**			**3**
CO5	**3**	**3**			**3**		**2**			**3**
Average	**3**	**3**		**2**	**3**	**2**	**2**		**3**	**3**

Course Content:

L (Hours/Week)	**T (Hours/ Week)**	**P (Hours/Week)**	**Total Hour/Week**
3	**1**	**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	• Define income tax and explain its significance in the context of taxation.

	income, income exempted from tax under section 10	• 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: Expenses allowed as deduction, Inadmissible expenses	• Discuss the allowable and inadmissible expenses for calculating profits and gains of business and profession. • 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, ITR Filing	• 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.

Teaching - Learning Strategies and Contact Hours

Teaching - Learning Strategies	**Contact Hours**
Lecture	33
Tutorial	13
Seminar/Journal Club	
Small group discussion (SGD)	4
Self-directed learning (SDL) / Tutorial	2
Problem Based Learning (PBL)	4
Case/Project Based Learning (CBL)	4
Revision	
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 / Wrritten)	
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 / Wrritten)	✓	✓			
Innovative and creative contribution					✓
End Semester Examination	✓	✓	✓	✓	✓
Student's Feedback					
(List of reference books)					

1. Dr. Girish Ahuja & Dr. Ravi Gupta, Simplified approach to Corporate Tax Planning & Management, Wolters Kluwer
2. Dr. Vinod K. Singhania & Dr. Monica Singhania, Income Tax Law and Practice, Taxmann Publications
3. Dr. H.C. Mehrotra, Corporate Tax Planning and Management, Sahitya Bhawan Publication, Agra
4. Mr. Sandeep K Sahu, A summarised notes on income tax law
5. CA Raj kumar Agarwal, Handbook on income tax, Bharat's Publication
6. Dr. Yogendra Bangar, a comprehensive guide to Taxation, Bangar's Publication
7. M. C. Shukla & S. K. Shukla, Income Tax Law and Practice, Sahitya Bhawan Publications
8. S. N. Maheshwari & S. K. Maheshwari, Income Tax Law and Practice, Vikas Publishing House
9. K. S. Reddy & Dr. H. P. Reddy, Income Tax Law and Practice, M. A. Kothari & Co.
10. N. K. Jain, Income Tax Law and Practice, Kalyani Publishers

11. B. B. L. Jha, Income Tax Law and Practice, Himalaya Publishing House

SEMESTER – VIII

For Students opting for BBA (Honours)

Course Code	Course Title
06370801	Change Management
06370802	Big Data and Decisions
06370805	Strategic HRM
06370806	Digital and Social Media Marketing
06370807	Security Analysis and Portfolio Management

Name of the Department	Commerce and Management
Name of the Program	BBA-Entrepreneurship and Family Business
Course Code	06370801
Course Title	Change Management
Academic Year	2025-26
Semester	VIII
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:

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 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.	• Ability to assess organizational culture and its impact on change initiatives • 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 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.	• Ability to lead and support change as a leader or change agent • 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	Commerce and Management
Name of the Program	BBA-Entrepreneurship and Family Business
Course Code	06370802
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	
Name of the Department	Commerce and Management
Name of the Program	BBA-Entrepreneurship and Family Business
Course Code	06370805
Course Title	Strategic HRM
Academic Year	2025-26
Semester	VIII
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 Feedback Systems, Employment Relationships in different contexts , Managing Exit, Human Resource Implications in current scenario	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 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/

Program Outcome / Course Outcome mapping

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

CO2								
CO3								
CO4								
CO5								

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA-Entrepreneurship and Family Business
Course Code	06370806
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-Entrepreneurship & Family Business
Course Code	06370807
Course Title	Security Analysis and Portfolio Management
Academic Year	2025-26
Semester	VIII
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	PO 1	PO2	PO3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO2	PSO3	PSO4
CO1	3								3			
CO2	3								3			
CO3				3						3		
CO4				3						3		
CO5	3									3		
CO6												
Average	3			3					3	3		

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;	• *Analyze different types of investment risks — including interest, inflation, default,*

	Expected Return-mean-variance approach; risk return trade off. Techniques of Risk Measurement. Concept of Beta: geared and ungeared beta.	*systematic and unsystematic risk — and explain the risk-return trade-off.* ● *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**	• *Apply technical analysis tools — including Dow Theory, trends,*

	Efficient Market Hypothesis, Random Walk Theory, Dow Jones Theory, Elliot Wave Theory, Trends, Indicators, Indices and moving averages applied in Technical Analysis.	*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.

SEMESTER VIII

For Students opting for BBA (Hons./Hons. with Research)

Course	Course Title
06370803	Fundamentals of Econometrics

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA-Entrepreneurship & Family Business
Course Code	06370803
Course Title	Fundamentals of Econometrics
Academic Year	2025-26
Semester	VIII
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	• Understand the meaning, scope and importance of econometrics. • Differentiate between various types of data.

	econometrics in business decision-making; Basic concepts of variables, parameters and models.	• 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	30
Tutorial	15
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:

Assignment
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