

Pimpri Chinchwad Education Trust's
Pimpri Chinchwad University
Sate, Pune - 412106



Curriculum Structure
B.B.A. (General /Hons)
(Pattern 2024)
School of Management



Effective from Academic Year 2025-26

Program Structure

Preamble:

The Bachelor of Business Administration (BBA) degree is a three year (General) and four-year (Hons) undergraduate program designed to provide students with a comprehensive education in business principles and practices. The program aims to equip students with the skills and knowledge needed to succeed in a wide range of business roles and industries. Through a combination of theoretical coursework and practical experiences, BBA graduates develop a strong foundation in areas such as accounting, finance, marketing, management, and operations. Graduates are prepared to pursue a variety of careers in business or continue their education in graduate programs such as an MBA. The BBA degree provides students with the opportunity to develop critical thinking, problem-solving, communication, and leadership skills that are essential in the competitive and rapidly changing business world.

Vision and Mission of Program:

Vision Statement:

Our BBA program aims to be a leading program that prepares students to become innovative and ethical business leaders who make a positive impact on society.

Mission Statement:

Our mission is to provide a comprehensive education in business principles and practices that enables our students to think critically, communicate effectively, and lead responsibly. We strive to create a learning environment that fosters creativity, collaboration, and continuous improvement, and that prepares students to thrive in the dynamic and globalized business world.

Program Educational Objectives:

1. To prepare graduates to be knowledgeable and skilled business professionals who can apply theory to practice and make informed decisions.
2. To develop graduates who are effective communicators and collaborators, and who possess strong leadership and teamwork skills.
3. To prepare graduates to be ethical and socially responsible business leaders who make a positive impact on society.

Program Outcomes:

1. Students will be able to apply business concepts and theories to real-world problems and situations.
2. Students will be able to communicate effectively in written, oral, and interpersonal contexts.
3. Students will be able to work effectively in teams and demonstrate leadership skills.
4. Students will be able to analyze and evaluate ethical issues and make responsible decisions.
5. Students will be able to demonstrate a global perspective and an understanding of the diverse cultural and social contexts of business.
6. Students will be able to demonstrate proficiency in the use of relevant technology and information systems.
7. Students will be able to demonstrate an understanding of the importance of lifelong learning and continuous improvement.
8. Students will be able to identify and evaluate business opportunities, develop business plans, and create strategies for launching and growing new ventures.
9. Students will be prepared to enter the workforce as industry-ready professionals, with the skills and knowledge needed to succeed in a variety of business roles and industries.
10. Students will be able to adapt to the changing demands of the business world and respond to new challenges and opportunities with creativity, innovation, and agility.
11. Students will be able to demonstrate an entrepreneurial mindset and an ability to think outside the box, identify problems and opportunities, and develop innovative solutions.

Program Specific Outcomes (PSOs):

The Program Specific Outcomes (PSOs) for the BBA program are as follows:

1. Develop knowledge of business and corporate
2. Apply technology solutions to practical problems
3. Develop entrepreneurial skills
4. Analyze business data to make informed decisions:
5. Develop skills to become a good Manager

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Curriculum Framework for BBA (Gen/ Hons)

Sr. No.	Type of course	Abbreviations
1	Major	MAJM
2	Minor	MINE
3	Specialization Electives (Major)	SPL
4	Open Electives	OE
5	Value Added Courses	VAC
6	Ability Enhancement Courses	AEC
7	Skill Enhancement Courses	SEC
8	Indian Knowledge System	IKS
9	Co-Curricular Courses	CC
10	Project	PROJ
11	Summer Internship	INTR
12	Field Project	FP

BBA Curriculum Structure										
School of Management										
Program Structure of Bachelor of Business Administration 2024-28										
BBA (General / Hons)										
WEF: A.Y. 2025-26 (Pattern 2024)										
Semester III										
Course Code	Course Name	Course Type	Teaching Scheme					Assessment Scheme		
			Th	Prac	Tut	Credit	Hrs	CIA	ESA	Total
UBB201	Marketing Management	MAJM	3	0	0	3	3	40	60	100
UBB202	Human Resource Management	MAJM	3	0	0	3	3	40	60	100
	Major Specialization-1	MAJE	3	0	0	3	3	40	60	100
	Major Specialization-2	MAJE	3	0	0	3	3	40	60	100
	Minor Specialization-1	MINE	3	0	0	3	3	40	60	100
	Minor-2	MIN	2	0	0	2	2	50	0	50
UFL201	Foreign Language-I	AEC	2	0	0	0	2	50	0	50
UBB207	Mini Project - Field Project	VAC	1	1	0	2	3	50	0	50
UBB225	Leadership and Sustainability Skills Development	MOOCS	4	0	0	4	4	40	60	100
	TOTAL		24	1	0	23	26	390	360	750

Course Code	Course Name	Course Type	Teaching Scheme						Assessment Scheme	
			Th	Prac	Tut	Credit	Hrs	CIA	ESA	Total
UFL201 Foreign Language -II										
UFL201 A	Foreign Language-II: German	AEC	2	0	0	0	2	50	0	50
UFL201 B	Foreign Language-II: Japanese	AEC	2	0	0	0	2	50	0	50
	Minor Specialization-1	MINE	3	0	0	3	3	40	60	100
	HTML/Literary Studies	MIN	2	0	0	2	2	50	0	50

Semester IV										
Course Code	Course Name	Course Type	Teaching Scheme					Assessment Scheme		
			Th	Prac	Tut	Credit	Hrs	CIA	ESA	Total
UBB209	Research Methodology	MAJM	3	0	0	3	3	40	60	100
UBB210	Principles and Practices of Operation Management	MAJM	2	0	1	3	3	40	60	100
UBB226	International Business	MAJM	3	0	0	3	3	40	60	100
	Major Specialization-3	MAJE	3	0	0	3	3	40	60	100
	Major Specialization-4	MAJE	3	0	0	3	3	40	60	100
	Minor Specialization-2	MINE	3	0	0	3	3	40	60	100
	Minor-3	MIN	2	0	0	2	2	50	0	50
UBB213	Advance Excel	VAC	1	1	0	2	3	50	0	50
UFL202	Foreign Language-III	AEC	2	0	0	0	2	50	0	50
	TOTAL		22	1	1	22	25	390	360	750

UFL201 Foreign Language -III										
UFL202A	Foreign Language-III: German	VSC	2	0	0	0	2	50	0	50
UFL202 B	Foreign Language-III: Japanese	VSC	2	0	0	0	2	50	0	50
	Minor Specialization-2	MINE	3	0	0	3	3	40	60	100
	HTML/Literary Studies	MIN	2	0	0	2	2	50	0	50

Exit Policy- UG Diploma in BBA: Students who opt to exit after completion of the second year and have scored required credits offered by the school in the program structure will be awarded a UG Diploma in BBA, provided they must earn requisite credits during the summer term / internship.

Sem III Specialization										
Course Code	Course Name	Course Type	Teaching Scheme					Assessment Scheme		
		SPL	Th	Prac	Tut	Credit	Hrs	CIA	ESA	Total
Finance										
UBBFN201	Corporate Finance and Valuation	SPL	3	0	0	3	3	40	60	100
UBBFN202	Financial Statement Analysis	SPL	3	0	0	3	3	40	60	100
Digital Marketing and Media Management										
UBBDM201	Digital Marketing Fundamentals	SPL	3	0	0	3	3	40	60	100
UBBDM202	Content Creation & Curation	SPL	3	0	0	3	3	40	60	100

Supply Chain Management and Logistics										
UBBSC201	Supply Chain Fundamentals	SPL	3	0	0	3	3	40	60	100
UBBSC202	Logistics & Transportation	SPL	3	0	0	3	3	40	60	100
Marketing										
UBBMK201	Consumer Behavior	SPL	3	0	0	3	3	40	60	100
UBBMK202	Advertising & Sales Promotion	SPL	3	0	0	3	3	40	60	100
Human Resource Management										
UBBHR201	Recruitment & Selection	SPL	3	0	0	3	3	40	60	100
UBBHR202	Training & Development	SPL	3	0	0	3	3	40	60	100

Sem IV Specialization										
Course Code	Course Name	Course Type	Teaching Scheme					Assessment Scheme		
			Th	Prac	Tut	Credit	Hrs	CIA	ESA	Total
Finance										
UBBFN203	Financial Markets and Services	SPL	3	0	0	3	3	40	60	100
UBBFN204	Banking and Insurance	SPL	3	0	0	3	3	40	60	100
Digital Marketing and Media Management										
UBBDM203	Social Media Marketing	SPL	3	0	0	3	3	40	60	100
UBBDM204	SEO & SEM Strategies	SPL	3	0	0	3	3	40	60	100
Supply Chain Management and Logistics										
UBBSC203	Inventory Management	SPL	3	0	0	3	3	40	60	100
UBBSC204	Procurement & Sourcing	SPL	3	0	0	3	3	40	60	100
Marketing										
UBBMK203	Product & Brand Management	SPL	3	0	0	3	3	40	60	100
UBBMK204	Integrated marketing communication	SPL	3	0	0	3	3	40	60	100
Human Resource Management										
UBBHR203	Compensation Management	SPL	3	0	0	3	3	40	60	100
UBBHR204	Industrial Relations	SPL	3	0	0	3	3	40	60	100

SEMESTER 3

COURSE CURRICULUM

Name of the Program:		BBA		Semester : III		Level: UG	
Course Name		Marketing Management		Course Code/ Course Type		UBB201/MAJM	
Course Pattern		2024		Version		1	
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA	ESA	Practical/ Oral
3	0	0	3	3	40	60	-
Pre-Requisite							
Course Objectives (CO):				1. Understand the fundamental concepts of marketing, including consumer behavior and market dynamics. 2. Apply the concepts of market segmentation, targeting, and positioning in real-world scenarios. 3. Analyze and make decisions regarding the marketing mix including product, price, place, and promotion. 4. Develop and evaluate integrated marketing communication strategies and promotional techniques. 5. Formulate marketing strategies considering global trends, digital platforms, rural markets, and legal frameworks.			
Course Learning Outcomes (CLO):				1. Explain the role of marketing management and the differences between consumer and industrial buying behavior. 2. Identify appropriate market segments and formulate strategies for targeting and positioning based on market research. 3. Design effective product, pricing, and distribution strategies aligned with product lifecycle and market demand. 4. Create a promotional strategy using tools such as advertising, direct marketing, and public relations. 5. Evaluate and apply modern marketing practices such as CRM, B2B marketing, e-commerce, and rural marketing, while considering legal implications.			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Nature and Scope of Marketing: Marketing management, consumer behaviour, consumer markets and industrial markets, buying behaviour, nature of demand in industrial markets	CLO 1	9
UNIT II		
Market Segmentation, Targeting & Positioning: Segmentation focus, Target market selection, nature importance and process of market research	CLO 2	9
UNIT III		
Marketing Mix Decisions: Product mix and product decisions, product mix decisions, new product development, product lifecycle & decision strategies, product differentiation strategies, pricing strategies and price setting, pricing decisions and all parameters aligned, new product development, Channel selection & marketing	CLO 3	9
UNIT IV		
Marketing Promotions: Developing Integrated Market Communication, Channel selection, Direct Marketing, Current Trends in Wholesaling & Retailing, Sales Promotion, Events and Public Relations	CLO 4	9
UNIT V		
Marketing Strategies: Global Trends, Emerging Issues, CRM, B2B, Ecommerce marketing, Legal Issues, Rural Marketing	CLO 5	9
Total Hours:		45

Learning resources

Text Reading:

- Marketing management; Analysis, Planning, Implementation & Control, Philip Kotler
- Fundamentals of Marketing, Stanton William J.

References:

- Indian Cases in Marketing, Neelamegham S
- Marketing Management, A Strategic Planning Approach, Bull Victor S

COURSE CURRICULUM

Name of the Program:		BBA		Semester : III		Level: UG	
Course Name		Human Resource Management		Course Code/ Course Type		MAJM/UBB202	
Course Pattern		2024		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA	ESA (End Semester Assessment)	Practical/Oral
3	-	-	3	3	40	60	-
Pre-Requisite:							
Course Objectives (CO):				1. Understand the fundamental concepts, theories, and models of human resource management. 2. Analyze the role of human resource management in achieving organizational goals and objectives. 3. Develop skills in recruiting, selecting, and retaining talent within an organization. 4. Evaluate the legal and ethical implications of human resource management practices. 5. Apply strategic human resource management techniques to address challenges in a dynamic business environment.			
Course Learning Outcomes (CLO):				1. Students will be able to recall and define key concepts and principles of human resource management. 2. Students will demonstrate understanding of HRM theories and their applications in organizational contexts. 3. Students will apply HRM techniques and strategies to solve real-world HRM challenges. 4. Students will analyze HRM practices and their impact on organizational effectiveness. 5. Students will evaluate HRM strategies in terms of their legal, ethical, and strategic implications.			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Foundations of Human Resource Management	1	9
Definition, Nature, Objectives, and Scope of HRM. Structure of the HR		

Department and Core Functions. Evolution of HRM. Differences between Personnel Management and HRM. Introduction to Strategic Human Resource Management (SHRM). Significance and Nature of SHRM		
UNIT II		
Human Resource Planning, Recruitment, and Career Management Definition, Need, and Objectives of Human Resource Planning (HRP). Process and Steps of HRP. Job Analysis: Process and Importance. Job Description vs Job Specification. Recruitment: Sources and Methods. Recruitment vs Selection. Introduction to Career Planning. Concept of Career Anchors. Process and Objectives of Career Planning. Roles of Employer and Employee in Career Management. Succession Planning: Concept and Process.	2	9
UNIT III		
Performance Management and Training & Development Definition and Objectives of Performance Appraisal. Process and Methods of Performance Appraisal. Concept and Purpose of Potential Appraisal. Definition and Need for Training. Training Process and Methods (On-the-job & Off-the-job). Difference between Training and Development. Introduction to Assessment Centers. Tools and Measures Used in Assessment Centers. Evaluating Training Effectiveness: Kirkpatrick Model	3	9
UNIT IV		
Compensation and Employee Welfare Concept and Objectives of Compensation Management. Components and Forms of Compensation. Theories of Compensation (Basic Overview). Compensation Administration Process. Factors Influencing Employee Remuneration. Fringe Benefits and Fringe Benefits Tax (FBT). Concept of Incentives, Bonus, and Employee Stock Options (ESOPs). Concepts of Retirement, Termination, and Voluntary. Retirement Scheme (VRS). Golden Handshake and Suspension. Grievance Redressal Procedure in Indian Industry.	4	9
UNIT V		
Human Resource Development and Technology Integration Meaning, Objectives, and Scope of Human Resource Development (HRD). Functions and Process of HRD. Integration of Technology in HRD. Use of E-learning and Virtual Training Platforms. Digital Transformation: Challenges and Opportunities in HR. Reskilling and Upskilling Initiatives for Employees. Leveraging Digital Tools for Learning and Development.	5	9
Total Hours :		45

Learning resources

Textbooks:

1. "Human Resource Management" by Gary Dessler
https://www.google.co.in/books/edition/HUMAN_RESOURCE_MANAGEMENT_Sixth_Edition/Lif4DwAAQBAJ?hl=en&gbpv=1&dq=Human+Resource+Management&printsec=frontcover
2. "Fundamentals of Human Resource Management" by David A. DeCenzo and Stephen P. Robbins
https://www.google.co.in/books/edition/Fundamentals_of_Human_Resource_Management/V4BCgAAQBAJ?hl=en&gbpv=1&dq=Fundamentals+of+Human+Resource+Management%22+by+David+A.+DeCenzo+and+Stephen+P.+Robbins&printsec=frontcover

Reference Books:

1. "Managing Human Resources" by Luis R. Gomez-Mejia, David B. Balkin, and Robert L. Cardy
https://www.google.co.in/books/edition/Managing_Human_Resources/qVRwtwAACAAJ?hl=en

Online Resources/E-Learning Resources

2. "Human Resource Management: Gaining a Competitive Advantage" by Raymond A. Noe, John R. Hollenbeck, Barry Gerhart, and Patrick M. Wright
https://www.google.co.in/books/edition/Human_Resource_Management/_VtczwEACAAJ?hl=en
3. "HR Analytics: Using Data to Drive Results" on LinkedIn Learning by Josh Bersin
https://www.researchgate.net/publication/317119630_The_rise_and_fall_of_HR_analytics_A_study_in_to_the_future_application_value_structure_and_system_support
4. "Predictive HR Analytics Masterclass" on Udemy by Benji Decker
5. https://jbc.joshbersin.com/wp-content/uploads/2023/01/WT-23_01-HR-Predictions-2023-Report.pdf

Functional Specialization Finance

COURSE CURRICULUM

Name of the Program:		BBA		Semester : III		Level: UG	
Course Name		Corporate Finance and Valuation		Course Code/ Course Type		UBBFN201/SPL	
Course Pattern		2024		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA	ESA (End Semester Assessment)	Practical/Oral
3	-	-	3	3	40	60	-
Course Objectives (CO):				1. CO1: To develop a comprehensive understanding of corporate finance principles. 2. CO2: To introduce tools and techniques used in financial decision-making. 3. CO3: To equip students with knowledge on valuation methods for financial assets and companies. 4. CO4: To enable students to interpret financial statements for valuation purposes. 5. CO5: To foster analytical skills for evaluating investment, financing, and dividend decisions.			
Course Learning Outcomes (CLO):				1. CLO1: Comprehend the scope and significance of corporate finance in business operations. 2. CLO2: Apply techniques for time value of money, capital budgeting, and financial decision-making. 3. CLO3: Analyze financial statements to determine company performance and valuation. 4. CLO4: Evaluate different methods of business and asset valuation. 5. CLO5: Make informed financial decisions regarding capital structure, cost of capital, and dividend policy.			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Corporate Finance. Nature and scope of corporate finance – Financial goals – Role of finance manager – Financial environment – Corporate governance – Forms of financing: Equity, debt, preference capital.	1	9
UNIT II		
Time Value of Money and Capital Budgeting	2	9

Concept of present value and future value – Compounding and discounting – Capital budgeting techniques (NPV, IRR, Payback, Profitability Index) – Risk analysis in capital budgeting.		
UNIT III		
Financial Statement Analysis Reading and analyzing financial statements – Ratio analysis – Common-size statements – Trend analysis – Cash flow and fund flow analysis – Financial health assessment.	3	9
UNIT IV		
Valuation Techniques Equity valuation (DDM, PE Ratio, NAV) – Bond valuation – Valuation of startups and private firms – Enterprise value – Discounted Cash Flow (DCF) model – Relative valuation.	4	9
UNIT V		
Capital Structure and Dividend Decisions Cost of capital – WACC – Capital structure theories – Leverage analysis – Dividend policy theories – Factors affecting dividend decisions – Retained earnings and shareholder value. Comprehensive Case study/Numerical	5	9
Total Hours :		45

Learning resources

Textbooks:

6. I.M. Pandey – *Financial Management*
7. Prasanna Chandra – *Corporate Finance*

Reference Books:

- Richard Brealey & Stewart Myers – *Principles of Corporate Finance*
- Damodaran Aswath – *Investment Valuation*
- Khan & Jain – *Financial Management: Text, Problems and Cases*

COURSE CURRICULUM

Name of the Program:		BBA		Semester : III		Level: UG	
Course Name		Financial Statement Analysis		Course Code/ Course Type		UBBFN202/SPL	
Course Pattern		2024		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA	ESA (End Semester Assessment)	Practical/Oral
3	-	-	3	3	40	60	-
Course Objectives (CO):				CO1: To develop the ability to understand, interpret, and analyze financial statements of companies. CO2: To equip students with tools for evaluating the financial health and performance of firms. CO3: To enable learners to assess profitability, liquidity, solvency, and efficiency using ratio and trend analysis. CO4: To interpret cash flows and understand their significance in financial analysis and decision-making. CO5: To apply financial statement analysis in valuation, credit assessment, investment decisions, and strategic planning.			
Course Learning Outcomes (CLO):				CLO1: Explain the components and linkages among financial statements and accounting principles. CLO2: Perform detailed ratio, vertical, and horizontal analyses to evaluate a firm's performance. CLO3: Analyze cash flow statements and assess a firm's liquidity and financing decisions. CLO4: Identify signs of earnings management and financial manipulation. CLO5: Apply analytical techniques to support decisions related to equity valuation, lending, and corporate strategy.			

Course Contents/Syllabus:**(All the units carry equal weightage in Summative Assessment and equal engagement)**

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Financial Statements and Accounting Framework Overview of Financial Statements: Balance Sheet, Income Statement, Cash Flow Statement, and Statement of Changes in Equity. The Accounting Process and GAAP/IFRS Framework. Understanding the Notes to Financial Statements. Limitations of Financial Statements. Interrelationship among Financial Statements	1	9
UNIT II		
Financial Ratio Analysis Categories of Ratios: Liquidity, Profitability, Solvency, Activity, and Market Ratios. DuPont Analysis. Comparative and Common-Size Analysis (Vertical and Horizontal Analysis). Trend Analysis and Industry Comparison. Interpreting Ratios in Decision-Making	2	9
UNIT III		
Cash Flow Statement Analysis Importance of Cash Flows in Financial Analysis. Classification of Cash Flows: Operating, Investing, Financing. Indirect vs Direct Method. Free Cash Flow and its Relevance. Evaluating Liquidity, Solvency, and Earnings Quality from Cash Flow Statements	3	9
UNIT IV		
Earnings Quality and Red Flags in Financial Reporting Concepts of Earnings Quality and Persistence. Red Flags in Financial Statements: Revenue Recognition Issues, Inventory Manipulation, Off-Balance Sheet Items. Creative Accounting and Window Dressing. Tools for Detecting Financial Manipulation (e.g., Beneish M-Score, Altman Z-Score). Role of Auditors and Analysts	4	9
UNIT V		
Applications of Financial Statement Analysis Equity Valuation Models using Financial Statements. Credit Analysis and Loan Evaluation. Assessing M&A Candidates and Strategic Investments. Financial Forecasting and Pro Forma Analysis. Using FSA in ESG and Sustainability Metrics.	5	9
Total Hours:		45

Learning resources**Textbooks:**

- **"Financial Statement Analysis"** by K.R. Subramanyam: McGraw Hill Education, Eleventh Edition, 2020.
- **"Financial Statement Analysis and Security Valuation"** by Stephen H. Penman:

McGraw Hill, Sixth Edition, 2018.

- **"Analysis of Financial Statements"** by Leopold A. Bernstein and John J. Wild: McGraw Hill, Fifth Edition, 2000.
- **"Accounting for Management"** by S.N. Maheshwari, Suneel K. Maheshwari, and Sharad K. Maheshwari: Vikas Publishing House, Third Edition, 2015.
- **"Financial Reporting and Analysis"** by Charles H. Gibson: Cengage Learning, Thirteenth Edition, 2013.

Reference Books:

- **"Financial Statements: Analysis and Interpretation"** by K. R. Chandrasekaran: Vikas Publishing House, Second Edition, 2012.
- **"Corporate Financial Reporting and Analysis"** by S. David Young and Jacob Cohen: Wiley India, Second Edition, 2014.
- **"Accounting for Managers"** by T.S. Grewal and S.C. Gupta: Sultan Chand & Sons, Revised Edition, 2018.
- **"The Interpretation of Financial Statements"** by Benjamin Graham and Spencer B. Meredith: Harper Business, Revised Edition, 1998.
- **"Practical Financial Statement Analysis"** by C. Paramasivan and T. Subramanian: New Age International Publishers, First Edition, 2009.

Functional Specialization Digital Marketing and Media Management

COURSE CURRICULUM

Name of the Program:		BBA		Semester: III		Level: UG	
Course Name		Digital Marketing Fundamentals		Course Code/ Course Type		UBBDM201/SPL	
Course Pattern		2024		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theor y	Practic al	Tutori al	Total Credits	Hours	CIA	ESA	Practical/Oral
3			3	3	40	60	
Pre-Requisite: Marketing basics or fundamentals							
Course Objectives (CO):				The objectives of the course are: 1. To prepare students understand customer psyche 2. To develop Strategic Digital Marketing Skills, 3. To leverage Advanced Technologies 4. To foster Innovation through Design Thinking 5. To excel into various evolving roles relevant to digital marketing			
Course Learning Outcomes (CLO):				Students would be able to: 1. To gain knowledge of digital consumer behavior 2. To develop digital marketing plans 3. To determine relevant metrics to measure and boost business growth 4. To learn and apply emerging technologies 5. To acquire a comprehensive understanding of popular digital tools and technologies			

Course Contents/Syllabus:

(All the units carry equal weightage in Summative Assessment and equal engagement)

Descriptors/Topics	CLO	Hours
UNIT I		
Module I: Introduction to Digital Marketing Ecosystem – Introduction to Digital Marketing and its Significance, Traditional Marketing Vs Digital Marketing, Understanding the Digital Marketing Process, Website Planning and Development: Types of Websites, Website Planning and Development: Importance of Keywords, Understanding Domain and Web Hosting, Building a Website/Blog Using CMS WordPress, Using WordPress Plug-ins to Enhance Functionality.	CLO 1	9
UNIT II		

Module II: Search Engine Optimization (SEO) Strategies – Introduction to Search Engine Optimization, Using Keyword Planner Tools for Research, On-Page SEO Techniques: Indexing and Keyword Placement, On-Page SEO Techniques: Content Optimization, Implementing Yoast SEO Plug-in for Optimization, Off-Page SEO Techniques: Link Building and Authority, Best Practices for Long-Term SEO Success.	CLO 2	9
UNIT III		
Module VI: Inbound Marketing – Fundamentals and Strategy Development, Inbound vs Outbound Marketing, Inbound Marketing Funnel Stages (Attract, Engage, Delight), Creating Buyer Personas, Developing Pillar Pages and Topic Clusters, SEO in Inbound Marketing and Search Intent, Structuring a Successful Inbound Marketing Strategy, B2B and Small Business Inbound Applications, Leveraging Podcasts and Webinars as Inbound Tools, Future Trends in Inbound: People-Led and AI-Driven Marketing.	CLO 3	9
UNIT IV		
Google AdWords and Online Advertising: AdWords Overview, Introduction and Signup, Concepts of Display Ads, Video Ads, Shopping Ads, Quality Score, Cost Per Click (CPC), Click-Through Rate (CTR), Enhanced Cost Per Click (ECPC), Keywords and Automated Bidding, Cost Per Acquisition (CPA), Cost Per Mille (CPM), Viewable Cost Per Mille (VCPM), Cost Per View (CPV), Ad Groups, Campaign Types (Search, Display, Video)	CLO 4	9
UNIT V		
Module V: Social Media Marketing & Strategic Integration – Social Media Marketing: Overview and Importance, Facebook Marketing: Ad Formats and Opportunities, Setting Up a Facebook Advertising Account, Understanding Facebook Audience Targeting, Designing Effective Facebook Campaigns, Working with Facebook Pixel, Basics of Twitter Marketing, Creating Twitter Advertising Campaigns, Introduction to LinkedIn Marketing, Developing an Integrated Digital Marketing Strategy. Comprehensive Case study/Numerical	CLO 5	9
Total Hours		45

Learning resources

Textbooks:

1. Foundations in Digital Marketing, Rochelle Grayson
2. Digital Marketing Strategy, Pierre-Yann Dolbec, Concordia University Research
3. eMarketing: The Essential Guide to Marketing in a Digital World - 7th Edition, Dionne Solomons, Tania Kliphuis, Michelle Wadley

Reference Books:

1. Digital Marketing, Dave Chaffey, Fiona Ellis-Chadwick
2. Digital Marketing Essentials You Always Wanted to Know, Self-Learning Management Series
3. Digital Marketing for Dummies, Ryan Deiss and Russ Henneberry

Online Resources/E-Learning Resources:

1. The complete digital marketing course- 12 courses in 1;
https://www.udemy.com/course/learn-digital-marketing-course/?utm_source=bing&utm_medium=udemyads&utm_campaign=BG-Search Keyword Beta Prof la.EN cc.India&campaigntype=Search&portfolio=Bing-India&language=EN&product=Course&test=&audience=Keyword&topic=Digital Marketing&priority=Beta&utm_content=deal4584&utm_term=.ag 1316117806683955 . ad . kw Digital+Marketing+books . de c . dm . pl . ti kwd-82258483891032%3Aloc-90 . li 149333 . pd . &matchtype=e&msclkid=8f5cb7e7160a1a300fd7d0151b975e75&couponCode=IND21PM
2. Foundations of Digital Marketing and E-commerce;
<https://www.coursera.org/learn/foundations-of-digital-marketing-and-e-commerce>
3. Fundamentals of Digital Marketing; <https://www.reliablesoft.net/best-digital-marketing-courses/#google-fundamentals>

COURSE CURRICULUM

Name of the Program:		BBA		Semester: III		Level: UG	
Course Name		Content Creation & Curation		Course Code/ Course Type		UBBDM202/SPL	
Course Pattern		2024		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theor y	Practic al	Tutori al	Total Credits	Hours	CIA	ESA	Practical/Oral
3			3	3	40	60	
Pre-Requisite: Computer literacy and familiarity with self-installed WordPress and Photoshop							
Course Objectives (CO):				The objectives of the course are: 1. To introduce learners to the basic concepts of content development & creative writing skills. 2. To make them understand the writing process. 3. To sensitize them to the various styles and techniques of writing and editing 4. To hone learners’ imagination 5. To nourish their creative and critical faculty			
Course Learning Outcomes (CLO):				Students would be able to: 1. To deconstruct and modify a WordPress theme 2. To integrate content curation technologies into a WordPress environment 3. To organize text for effective reading on screen 4. To understand components of and importance of style guides 5. To use project management skills to manage assets, allocate resources, and meet deadlines			

Course Contents/Syllabus:

(All the units carry equal weightage in Summative Assessment and equal engagement)

Descriptors/Topics	CLO	Hours
UNIT I		
Module I: Foundations of Content Marketing – Welcome to Content Marketing, History and Evolution of Content Marketing, Content Marketing vs Traditional Marketing, Ranking Existing Content on Search Engines, Understanding Buyer Personas for Content, Content Funnels: Awareness to Action, SEO vs Content Marketing: What Drives More Value?, The Power of Storytelling in Content Marketing, Introduction to GPT & AI in Content Creation, Overview of the Top 10 AI Content Creators.	CLO 1	9
UNIT II		
Module II: Content Creation & Writing Mastery – 18 Types of Content to Dominate the Market, Creating Content Using Topical	CLO 2	9

Clusters, How to Write Blogs Without Being a Niche Expert, Writing Content That Ranks in Competitive Niches, 7 Essential Skills for Digital Content Writers, Guest Contributor Content Strategy, Common Content Creation Traps (And How to Avoid Them), How to Use AI to Speed Up Content Creation, Creating Content That Converts (Not Just Ranks), Writing Headlines That Demand Attention.		
UNIT III		
Module III: SEO, Promotion & Traffic Growth – SEO for Beginners – Basics of Traffic Generation, Promoting Content with Zero Budget, 18 Link Building Strategies (With Templates), Tools to Improve Your Content Marketing (Free & Paid), How to Get 1,000 Visitors Using Content & SEO, Ranking #1 for Competitive Keywords, Using Your Brand as an SEO Weapon, Google's Helpful Content Update Explained, Backlink Building Made Easy (2024 Edition), How to Rank Without Building Backlinks.	CLO 3	9
UNIT IV		
Module IV: Advanced Strategy & Planning – Generating 6 Months' Worth of Content in 3 Days, How to Beat Competition in Blogging, Finding Unlimited Content Ideas for Social Media, Quick Creation of Popular Web Pages, Omni-channel Content Marketing Strategy, Content Repurposing Frameworks, Creating Evergreen vs Trending Content, Content Analytics & Performance Tracking, Building Your Personal Brand Through Content, Get Featured on Forbes, HuffPost, and NYTimes (Introduction).	CLO 4	9
UNIT V		
Module V: AI Tools, Real-World Application & Career Transition – Overview of GPT-4 for Content Marketing, Exploring Jasper, Writesonic & Copy.ai for Blog Writing, GrowthBar, Rytr & Simplified for SEO and Social Media, Paragraph AI, AI-Writer & Anyword for Precision Writing, From Content Writer to Strategic Content Marketer. Comprehensive Case study/Numerical	CLO 5	9
Total Hours		45

Learning resources

Textbooks:

1. RED BOOK OF CONTENT MARKETING - POWERED BY YORKE COMMUNICATIONS A PAUL WRITER PUBLICATION
<https://paulwriter.com/wp-content/uploads/2016/08/Red-Book-of-Content-Marketing.pdf>
2. Mobile and Social Media Journalism (Adornato) ISBN-13: 978-1506357140
3. Inbound Content: A Step-By-Step Guide to Doing Content Marketing the Inbound Way (Champion) ISBN-13: 978-1119488958
4. They Ask You Answer, Marcus Sheridan

Reference Books:

1. Content Is Currency. Jon Wuebben. Nicholas Brealey Publishing. (2012)
2. Content Strategy for the Web, 2nd Edition
3. Letting Go of the Words: Writing Web Content that Works

Online Resources/E-Learning Resources:

1. A Guide to Content Marketing for 2024 by Slead - <https://www.slead.com/wp-content/uploads/2023/11/Guide-to-Content-Marketing-for-2024-by-Slead.pdf>
2. Best Practices for Content Marketing In 2024 - <https://www.slideshare.net/slideshow/best-practices-for-content-marketing-in-2024-pdf/269927592>
3. Content Creation: Introduction 101; https://alison.com/course/content-creation-introduction101?utm_source=bing&utm_medium=cpc&utm_campaign=531498933&utm_content=1360098421541243&utm_term=kwd-85007315308131:loc-90&msclkid=8877b1c0d7a2142e1814d6339d536c05
4. Adobe Content Creator Professional Certificate; <https://www.coursera.org/professional-certificates/adobe-content-creator>
5. HubSpot Content Marketing Certification; <https://www.tealhq.com/certifications/content-creator>

Functional Specialization Supply Chain Management and Logistics

COURSE CURRICULUM

Name of the Program:		BBA		Semester: III		Level: UG	
Course Name		Supply Chain Fundamentals		Course Code/ Course Type		UBBSC201/SPL	
Course Pattern		2024		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theor y	Practic al	Tutori al	Total Credit s	Hour s	CIA	ESA	Practical/Oral
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor’s Degree							
Course Objectives (CO):				The objectives of the course are: 1. Understand the fundamental concepts and principles of Operations Management (OM) and Supply Chain Management (SCM). 2. Understand the process characteristics and their linkages with process product matrix in a real world context. 3. Analyse a typical Supply Chain Model, technology for a product / service and ILLUSTRATE the linkages with Customer Issues, 4. Evaluate warehousing and its role in space management and role of IT in SCM. 5. Developing framework of functions and role of SCM for strategy implementation while decision making in international business.			
Course Learning Outcomes (CLO):				Students would be able to: 1. Students will demonstrate understanding of fundamental concepts and techniques in Supply Chain Management. 2. Students will interpret and explain various quantitative models and optimization techniques used in SCM. 3. Students will apply methods to analyze and solve real-world operational and supply chain problems. 4. Students will analyze data and evaluate solutions using technology SCM contexts. 5. Students will integrate SCM concepts to design and propose optimized solutions for complex business problems and globalization of business.			

Course Contents/Syllabus:**(All the units carry equal weightage in Summative Assessment and equal engagement)**

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Supply Chain Management - Concept, Objectives and Functions of SCM;Supply chain strategy, Global Supply chain management;Value chain and Value delivery systems for SCM;Bull - Whip Effect, Concept, Importance & objectives of Green Supply chain management	CLO 1	9
UNIT II		
Supply chain Integrated Framework - Resources based to end customers Product / service value flow.;Market accommodation flow, information flow cash flow;Value chain concept Focus, Core competence and distinctive capabilities;Linking manufacturing to Markets.	CLO 2	9
UNIT III		
IT in supply chain Management - Information and Communication Technology in SCM;Role of IT in SCM;Current IT trends in SCM;RFID, Bar Coding, Retail SCM;E-logistics, E-Supply Chains - International and global issues in logistics.	CLO 3	9
UNIT IV		
Operational Aspects of Supply Chain - Supply chain network design, distribution network in supply chain;Warehousing & Store keeping;Channel design, factors influencing design;Role and Importance of Distributors in SCM;Issues in work force management and relationship management with suppliers, customers and employees.	CLO 4	9
UNIT V		
Global Supply Chain Management - Establishing a Global Supply Chain Strategy;Insight into global trade and global supply chains;Best practices for strategic global supply chain management;Evaluating Global Supply Chain;Infrastructure -Analysis of transportation, communication and utilities;Supply chain security, risks and value Legal considerations.	CLO 5	9
Total Hours		45

Text Reading:

- "International Logistics: The Management of International Trade Operations" by Pierre A. David and Christopher P. Schaffer.
[https://studienplaene.tuhh.de/po/W/mhb LIMMS kh w20 von 20220519 v 0 en.pdf](https://studienplaene.tuhh.de/po/W/mhb_LIMMS_kh_w20_von_20220519_v_0_en.pdf)

References:

- **Global Logistics and Supply Chain Management By John Mangan, Chandra Lalwani, Tim Butcher**
<https://books.google.bs/books?id=9bpcxQIw484C&printsec=frontcover#v=onepage&q&f=false>

Additional Reading:

- Website - <https://www.techopedia.com/?s=supply+chain+management>

Any other Study Material:

1. Peer Reviewed Logistics and Supply Chain Management Journal
2. The International Journal of Logistics Management
3. International Journal of Logistics & Supply Chain Management Perspectives
4. International Journal of Logistics Systems and Management
5. Journal of Supply Chain Management, Logistics and Procurement
6. International Journal of Logistics Research and Applications

COURSE CURRICULUM

Name of the Program:		BBA		Semester: III		Level: UG	
Course Name		Logistics & Transportation		Course Code/ Course Type		UBBSC202/SPL	
Course Pattern		2024		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theor y	Practic al	Tutori al	Total Credit s	Hour s	CIA	ESA	Practical/Oral
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor’s Degree							
Course Objectives (CO):				The objectives of the course are: 1. Relate current industry trends in logistics and its role in developing business strategy. 2. Illustrate the principles of Procurement and Outsourcing. 3. Identify packaging and material handling principles in logistics operations. 4. Compare the role of logistics in business operations and critical elements to logistics. 5. Interpret an overall idea of the complete cycle of distribution of goods from supplier to customer. Develop acquaintance about key elements of logistics processes.			
Course Learning Outcomes (CLO):				Students would be able to: 1. Students will Analyze current industry trends in logistics and evaluate their impact on developing effective business strategies. 2. Students will be able to Explain and apply the core principles of procurement and outsourcing within logistics management. 3. Students will Identify and demonstrate understanding of key packaging and material handling principles used in logistics operations. 4. Students will Compare and analyze the strategic role of logistics in business operations, including its critical components. 5. Students will Describe the end-to-end distribution cycle from supplier to customer and outline the key elements of logistics processes.			

Course Contents/Syllabus:**(All the units carry equal weightage in Summative Assessment and equal engagement)**

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Logistics Management - Definition, History of Logistics;The need for logistics. – Cost & Productivity, cost saving & Productivity improvement; Principles of Logistics, Benefits of efficient Logistics;Logistics Cost and reduction in logistic cost;Technology & Logistics -Informatics, Logistics optimization.	CLO 1	9
UNIT II		
Logistics Activities - Functions, Objectives and Solution;Customer Service, Warehousing and Material Storage, Material Handling, order processing, information handling and procurement;Transportation and Packaging;Inventory Management – Types and Characteristics of Inventory.	CLO 2	9
UNIT III		
Logistics and Customer Service - Definition of Customer Service;Elements of Customer Service;Phases in Customer Service;Retention - Procurement and Outsourcing - Definition & Meaning;Benefits of Logistics Outsourcing;Critical Issues in Logistics Outsourcing.	CLO 3	9
UNIT IV		
Logistics Policy - EXIM: Brief on EXIM/FF & CC, Multi-modal transportation;Brief on customs clearance, bulk load handling and brief on trans-shipment;Supply chain;Cold chain;Liquid Logistics;Rail Logistics.	CLO 4	9
UNIT V		
Global Logistics - Introduction to Logistics in a Global Economy;Barriers in the Way of Global Logistics;Global Trade Perspectives;Global Operating Levels;Global Operating levels.	CLO 5	9
Total Hours		45

Text Reading:

- "International Logistics: The Management of International Trade Operations" by Pierre A. David and Christopher P. Schaffer.
[https://studienplaene.tuhh.de/po/W/mhb LIMMS kh w20 von 20220519 v 0 en.pdf](https://studienplaene.tuhh.de/po/W/mhb_LIMMS_kh_w20_von_20220519_v_0_en.pdf)

References:

- **Global Logistics and Supply Chain Management By John Mangan, Chandra Lalwani, Tim Butcher**
<https://books.google.bs/books?id=9bpcxQIw484C&printsec=frontcover#v=onepage&q&f=false>

Additional Reading:

- Website - <https://www.techopedia.com/?s=supply+chain+management>

Any other Study Material :

1. Peer Reviewed Logistics and Supply Chain Management Journal
2. The International Journal of Logistics Management
3. International Journal of Logistics & Supply Chain Management Perspectives
4. International Journal of Logistics Systems and Management
5. Journal of Supply Chain Management, Logistics and Procurement
6. International Journal of Logistics Research and Applications

Functional Specialization Marketing

COURSE CURRICULUM

Name of the Program:		BBA		Semester: III		Level: UG	
Course Name		Consumer Behavior		Course Code/ Course Type		UBBMK201/SPL	
Course Pattern		2024		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theor y	Practic al	Tutori al	Total Credit s	Hour s	CIA	ESA	Practical/Oral
3	-	-	3	3	40	60	
Pre-Requisite: 12 th pass							
Course Objectives (CO):				The objectives of Consumer Behavior are: <div>1. To introduce the basic concepts, models, and terminology related to consumer behaviour and marketing.</div> <div>2. To explain the influence of psychological, cultural, and social factors on consumer decision-making processes.</div> <div>3. To illustrate the application of consumer behaviour theories in developing marketing strategies.</div> <div>4. To analyse consumer insights for segmentation, targeting, positioning, and communication strategies.</div> <div>5. To evaluate global consumer behaviour trends and design ethical, consumer-centric marketing solutions, especially in digital environments.</div>			
Course Learning Outcomes (CLO):				Students would be able to: <div>1. Demonstrate knowledge of consumer behaviour theories and apply them to real-world marketing problems.</div> <div>2. Assess the influence of socio-cultural and psychological factors on consumer purchasing decisions.</div> <div>3. Design marketing strategies using consumer insights such as lifestyles, values, and shopping behaviour.</div> <div>4. Utilize tools like perceptual mapping and segmentation to craft positioning strategies.</div> <div>5. Critically analyse global consumer trends and digital buying behaviour, considering ethical and privacy concerns.</div>			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Consumer Behavior and Marketing Action - An overview - Consumer involvement -Decision-making processes - Purchase Behavior and	CLO 1	09

Marketing Implications - Consumer Behavior Models		
UNIT II		
Environmental influences on Consumer Behavior - Cultural influences - Social class - Reference groups and family influences - Opinion leadership and the diffusion of innovations - Marketing implications of the above influences.	CLO 2	09
UNIT III		
Consumer buying behavior - Marketing implications - Consumer perceptions – Learning and attitudes - Motivation and personality – Psychographics - Values and Lifestyles, Click-o-graphic.	CLO 3	09
UNIT IV		
Strategic marketing applications - Market segmentation strategies - Positioning strategies for existing and new products, Re-positioning, Perceptual Mapping - Marketing communication - Store choice and shopping behavior - In-Store stimuli, store image and loyalty - Consumerism - Consumer rights and Marketers' responsibilities	CLO 4	09
UNIT V		
The Global Consumer Behaviors and Online buying behavior - Consumer buying habits and perceptions of emerging non-store choices - Research and applications of consumer responses to direct marketing approaches - Issues of privacy and ethics	CLO 5	09
Total Hours		45

Learning resources

Textbooks:

1. Consumer Behavior: Buying, Having, and Being – Michael R. Solomon, Cristel Antonia Russell (14th Edition, 2024)
2. Consumer Behavior: Building Marketing Strategy – David L. Mothersbaugh, Delbert I. Hawkins (15th Edition, 2024)
3. Consumer Behavior: 2024 – Richard K. Miller, Kelli D. Washington
4. Consumer Behavior in Practice: Strategic Insights for the Modern Marketer – Eugene Chan (2024)
5. Consumer Behavior – Wayne D. Hoyer, Deborah J. MacInnis, Rik Pieters (8th Edition, 2024)

Reference Books:

1. "Consumer Behaviour: A Digital Native" by Varsha Jain, Duane Schultz, and Jagdish N. Sheth (Published by Pearson Education, 2019)
2. "Consumer Behaviour: Insights from Indian Market" by Ramanuj Majumdar (Published by PHI Learning Pvt. Ltd., 2010)
3. "Consumer Behaviour in Indian Perspective" by Suja R. Nair (Published by Himalaya Publishing House, 2019)
4. "Consumer Behaviour: The Indian Context (Concepts and Cases)" by S. Ramesh Kumar (Published by Pearson Education, 2017)

Online Resources/E-Learning Resources

1. Coursera – Market Research and Consumer Behaviour
<https://www.coursera.org/learn/market-research>
2. edX – IIMBx Consumer Behaviour Course
<https://digitaldefynd.com/IQ/free-consumer-behavior-courses/>
3. Alison – Marketing and Consumer Behaviour
<https://alison.com/course/marketing-and-consumer-behaviour>
4. American Marketing Association – Consumer Behaviour
<https://www.ama.org/topics/consumer-behavior/>
5. MIT OpenCourseWare – Consumer Behaviour
<https://ocw.mit.edu/courses/sloan-school-of-management/15-821a-listening-to-the-customer1-fall-2002/>

COURSE CURRICULUM

Name of the Program:		BBA		Semester: III		Level: UG	
Course Name		Advertising & Sales Promotion		Course Code/ Course Type		UBBMK202/SPL	
Course Pattern		2024		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theor y	Practic al	Tutori al	Total Credit s	Hour s	CIA	ESA	Practical/Oral
3	-	-	3	3	40	60	
Pre-Requisite: 12 th pass							
Course Objectives (CO):				The objectives of Consumer Behavior are: <div>1. Understand the fundamental concepts, evolution, and importance of advertising in modern marketing and the economy. 2. Explain the process of developing advertising objectives, messages, and copy for various media formats. 3. Identify and evaluate different methods for advertising budgeting and their strategic relevance. 4. Describe the nature, types, and roles of sales promotions in the marketing mix. 5. Analyze and apply the tools of public relations and evaluate the effectiveness of sales promotion campaigns.</div>			
Course Learning Outcomes (CLO):				Students would be able to: <div>1. Define and recall key terms and principles related to advertising, publicity, and sales promotion. 2. Interpret the elements of effective advertising messages and copy for print and broadcast media. 3. Apply budgeting techniques and strategies in planning advertising campaigns. 4. Differentiate between various forms of sales promotions and their impact on consumer and trade behavior. 5. Evaluate sales promotion and public relations programs, and suggest improvements based on campaign performance.</div>			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction: Meaning, Attributes, Origin, Developments, Goals, History of Indian Advertising Importance, Principles of Advertising, Process of Advertising, Publicity Versus Propagandas versus Sale Promotion, Importance of Advertising in Modern Marketing, Role of	CLO 1	09

Advertising in the National Economy, Advertising in the 21st Century.		
UNIT II		
Setting of Advertising Objectives: Advertising Appeals, Advertising message: Preparing an effective advertising Copy: Elements of a Print Copy: Headlines, illustration, body copy, slogan, logo, seal, role of colour. Elements of Broadcast copy.	CLO 2	09
UNIT III		
Advertising Budget: Affordable Method, Per unit Method, Percentage Method, Competitive parity and Task objective Method. Importance of Budgeting	CLO 3	09
UNIT IV		
Nature and importance of sales promotion: Its role in marketing, Forms of sales promotions- Consumer oriented sales promotion; trade-oriented sales promotion & Sales force-oriented sales promotion.	CLO 4	09
UNIT V		
Developing sales promotion programme: pre-testing implementing, evaluation of results and making necessary modifications. Public relations-Meaning, features, growing importance, role in marketing, similarities in publicity and public relations, Major tools of Public Relations.	CLO 5	09
Total Hours		45

Learning resources



Textbooks:

1. Advertising and Promotion: An Integrated Marketing Communications Perspective – George E. Belch, Michael A. Belch (13th Edition, 2023, McGraw-Hill Education)
2. Advertising, Promotion, and Other Aspects of Integrated Marketing Communications – J. Craig Andrews, Terence A. Shimp (11th Edition, 2017, Cengage Learning)
3. Advertising and Sales Promotion Management – M. Veerakumar, M. Kousalyadevi (1st Edition, 2021, Shanlax Publications)




Reference Books:

1. "Integrated Advertising, Promotion, and Marketing" – Anubhav Mishra, Tata Sai Vijay (1st Edition, 2023, Routledge)
2. "Advertising and Sales Promotion: An Indian Perspective" – Padmanabhan (1st Edition, 2023, ANE Books)
3. "Advertising and Sales Promotion" – P.N. Harikumar, M.N. Mishra (1st Edition, 2015, Himalaya Publishing House)
4. "Advertising and Sales Promotion Management" – S.L. Gupta, V.V. Ratna (1st Edition, 2004, Sultan Chand & Sons)

Online Resources/E-Learning Resources

1.  Coursera – Integrated Marketing Communications
<https://www.coursera.org/learn/integrated-marketing-communications>
2.  edX – Marketing Essentials by IIMBx

<https://www.edx.org/course/marketing-management-iimbx>

3.  **Alison – Marketing and Promotion Strategies**
<https://alison.com/course/marketing-and-promotion-strategies>
4.  **MIT OpenCourseWare – Marketing Management**
<https://ocw.mit.edu/courses/sloan-school-of-management/15-810-marketing-management-summer-2004/>
5.  **American Marketing Association – Advertising & Promotion Insights**
<https://www.ama.org/topics/advertising/>

Functional Specialization Human Resource Management

COURSE CURRICULUM

Name of the Program:		BBA		Semester: IV		Level: UG	
Course Name		Recruitment & Selection		Course Code/ Course Type		UBBHR201/SPL	
Course Pattern		2024		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theor y	Practic al	Tutori al	Total Credit s	Hour s	CIA	ESA	Practical/Oral
3	-	-	3	3	40	60	
Pre-Requisite: 12 th pass							
Course Objectives (CO):				CO1: To understand the basic concepts and processes involved in recruitment and selection. CO2: To gain knowledge of manpower planning and job analysis. CO3: To learn about sourcing, screening, and interviewing techniques. CO4: To understand legal and ethical aspects of recruitment and selection. CO5: To evaluate the effectiveness of recruitment strategies in modern organizations.			
Course Learning Outcomes (CLO):				CLO1: Explain the concepts and importance of recruitment and selection in HRM. CLO2: Conduct job analysis and prepare job descriptions and specifications. CLO3: Apply various sourcing methods and shortlisting techniques. CLO4: Develop and assess interview formats and selection tools. CLO5: Evaluate recruitment and selection processes for continuous improvement.			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Recruitment & Selection. Definition, objectives and scope – Significance in HRM – Process overview – Trends in recruitment – Challenges in talent acquisition.	CLO 1	09
Module II		

Manpower Planning & Job Analysis Need and importance – Process of manpower planning – Job analysis: methods and techniques – Job description and specification preparation.	CLO 2	09
Module III		
Sourcing and Shortlisting Candidates Internal vs external sources – Online and offline sourcing methods – Campus hiring – Employee referrals – Screening resumes and application forms.	CLO 3	09
Module IV		
Interviewing and Selection Methods Types of interviews – Designing interview questions – Assessment centers – Psychometric and aptitude tests – Background verification and reference checks.	CLO 4	09
Module V		
Legal, Ethical & Strategic Aspects Employment laws related to recruitment – Ethical recruitment practices – Strategic recruitment planning – Evaluation and audit of recruitment process.	CLO 5	09
Total Hours		45

Learning resources

Textbooks:

- Dessler, Gary – *Human Resource Management*
- Biswajeet Pattanayak – *Human Resource Management*

Reference Books:

- VSP Rao – *Human Resource Management*
- Michael Armstrong – *A Handbook of Human Resource Management Practice*
- Edwin B. Flippo – *Personnel Management*

COURSE CURRICULUM

Name of the Program:		BBA		Semester: IV		Level: UG	
Course Name		Training and Development		Course Code/ Course Type		UBBHR202/SPL	
Course Pattern		2024		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theor y	Practic al	Tutori al	Total Credit s	Hour s	CIA	ESA	Practical/Oral
3	-	-	3	3	40	60	
Pre-Requisite: 12 th pass							
Course Objectives (CO):				<ul style="list-style-type: none">• CO1: To understand the importance of training and development in organizations.• CO2: To learn the systematic process of training need analysis.• CO3: To explore different methods and techniques used in employee training.• CO4: To examine how to evaluate training effectiveness and ROI.• CO5: To understand trends in organizational development and career planning.			
Course Learning Outcomes (CLO):				<ul style="list-style-type: none">• CLO1: Explain the fundamental concepts, significance, and scope of training and development.• CLO2: Identify training needs and formulate objectives aligned with organizational goals.• CLO3: Design and deliver training programs using appropriate methods and tools.• CLO4: Evaluate training outcomes using suitable models and metrics.• CLO5: Apply concepts of organizational development, talent development, and career management.			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Training and Development Concept, objectives, scope, importance – Difference between training, education, and development – Role of HR in training – Strategic T&D	CLO 1	09
Module II		

Training Need Assessment and Planning Organizational, task, and person analysis – Setting training objectives – Designing the training calendar – Aligning training with business needs	CLO 2	09
Module III		
Training Methods and Techniques On-the-job and off-the-job methods – E-learning and blended learning – Use of simulations, role-plays, and case studies – Trainer competencies	CLO 3	09
Module IV		
Evaluation of Training and ROI Models of evaluation – Kirkpatrick’s four levels – Cost-benefit analysis – Post- training support and follow-up	CLO 4	09
Module V		
Development, OD & Career Planning Concept of employee development – Organizational development interventions – Succession planning – Career paths – Emerging trends in T&D	CLO 5	09
Total Hours		45

Learning resources

Textbooks:

- Bhatia, S.K. – *Training and Development*
- Lynton, R.P. & Pareek, U. – *Training for Development*

Reference Books:

- Noe, R.A. – *Employee Training and Development*
- Goldstein, I.L. & Ford, J.K. – *Training in Organizations*
- Blanchard, P.N. & Thacker, J.W. – *Effective Training: Systems, Strategies, and Practices*

Course Curriculum

Name of the Program:		BBA		Semester: IV		Level: UG	
Course Name		Mini Project		Course Code/ Course Type		UBB207/VAC	
Course Pattern		2024		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theor y	Practica l	Tutori al	Total Credits	Hours	CIA	ESA	Practical/Oral
1	1	-	2	3	50	00	
Pre-Requisite: 12th pass							
<u>Course Objectives (CO):</u>				1. To provide hands-on experience in solving real-world business problems. 2. To enhance research, analytical, and problem-solving skills. 3. To develop teamwork, project planning, and execution abilities. 4. To integrate theoretical knowledge with practical business applications. 5. To improve report writing and presentation skills.			
<u>Course Learning Outcomes (CLO):</u>				1. Identify and analyze a real-world business problem. 2. Apply research methodologies and business analytics tools to propose solutions. 3. Develop project management and teamwork skills. 4. Present findings effectively in written and oral formats. 5. Gain hands-on experience with business technologies and software tools.			

Course Contents/Syllabus:

<u>Descriptors/Topics</u>	CLO	Hours
<u>UNIT I</u>		
Overview of Mini Projects & Their Importance. Selection of Project Topics. Research Methodology Basics (Qualitative & Quantitative). Ethics and Integrity in Business Research	CLO 1	6
<u>Module II</u>		
Problem Identification and Statement Formulation. Objectives & Scope of the Project. Literature Review and Data Collection Techniques. Preparation of Project Proposal. Approval & Feedback from Faculty Mentor	CLO 2	06
<u>Module III</u>		

Methods of Primary & Secondary Data Collection. Tools for Data Analysis (Excel, SPSS, Python, Tableau). Statistical Analysis and Interpretation of Results. Case Studies on Business Decision-Making.	CLO 3	6
Module IV		
Structure of Project Report. Citation and Referencing Methods (APA, Harvard Style). Plagiarism Check & Report Writing Best Practices. Drafting Abstract, Introduction, Findings, and Conclusion	CLO 4	6
Module V		
Preparing Business Presentations. Use of PowerPoint, Data Visualization, and Infographics. Mock Presentations and Feedback Submission of Final Project Report. Viva-Voce and Project Defense.	CLO 5	06
Total Hours	30	

Learning resources

Text Reading:

1. Kothari, C. R. (2019). **Research Methodology: Methods and Techniques**. New Age International.
2. Cooper, D. R., & Schindler, P. S. (2020). **Business Research Methods**. McGraw Hill.
3. Berenson, M. L., Levine, D. M., & Krehbiel, T. C. (2018). **Basic Business Statistics: Concepts and Applications**. Pearson.
4. Malhotra, N. K. (2020). **Marketing Research: An Applied Orientation**. Pearson.
5. Saunders, M., Lewis, P., & Thornhill, A. (2019). **Research Methods for Business Students**. Pearson.
6. Sekaran, U., & Bougie, R. (2020). **Research Methods for Business: A Skill-Building Approach**. Wiley.
7. Bryman, A., & Bell, E. (2021). **Business Research Methods**. Oxford University Press.

Online Resources/E-Learning Resources

- https://www.google.co.in/books/edition/Advertising_and_Promotion_An_Integrated/rFhCPgAACAAJ?hl=en
- https://www.google.co.in/books/edition/Advertising_Campaign_Planning/JOTtAA_AAMAAJ?hl=en&gbpv=1&bsq=Advertising+Campaign+Planning:+Developing+an+Advertising-Based+Marketing+Plan%22+by+Jim+Avery&dq=Advertising+Campaign+Planning:+Developing+an+Advertising-Based+Marketing+Plan%22+by+Jim+Avery&printsec=frontcover
- https://www.google.co.in/books/edition/Above_the_Line/LjuTAAWAAQBAJ?hl=en&gbpv=1&dq=Above+the+Line:+How+to+Create+a+Company+Culture+that+Engages+Employees,+Delights+Customers,+and+Delivers+Results%22+by+Stephen+Beaumont+and+Drew+Beaumont&printsec=frontcover

Course Curriculum

Name of the Program:		BBA		Semester: III		Level: UG	
Course Name		Leadership and Sustainability Skills Development		Course Code/ Course Type		UBB225/MOOC	
Course Pattern		2024		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theor y	Practica l	Tutoria l	Total Credits	Hours	CIA	ESA	Practical/Oral
3	-	-	3	3	40	60	
Pre-Requisite: 12 th pass							
Course Objectives (CO):			1 To understand the principles and frameworks of effective leadership and their role in driving sustainable development. 2. To develop critical thinking and problem-solving skills to address complex challenges in sustainability using innovative leadership approaches. 3. To enhance interpersonal and communication skills necessary for influencing stakeholders and fostering collaboration in sustainability initiatives. 4. To apply leadership theories and practices to create impactful solutions for environmental, social, and economic sustainability challenges. 5. To foster ethical decision-making and a sustainability mindset in leadership practices, aligning with global sustainable development goals (SDGs).				
Course Learning Outcomes (CLO):			CLO1. Identify the key concepts and principles of social media marketing, strategic brand management, and sustainable development. CLO2. Discuss how social media marketing and branding strategies can integrate sustainability to drive long-term business success. CLO3.Apply social media tools and branding techniques to develop marketing solutions that align with sustainable development goals. CLO4. Analyze the impact of branding strategies and social media campaigns on consumer behavior and organizational performance in the context of sustainability. CLO5. Create innovative and sustainable marketing strategies by combining social media tools, branding principles, and sustainability concepts.				

Course Contents/Syllabus:

Descriptors/Topics	Weightage (%)	Hrs
1. <i>High-Impact Business Writing</i> Offered by University of California, Irvine Coursera	Level: Beginner	Duration: 06 Hours
2. Sustainability and Development Offered by the University of Michigan on Coursera	Level: Beginner	Duration: 06 Hours
3. Sustainable Cities Case Studies Offered by University of Colorado Boulder on Coursera	Level: Beginner	Duration: 14 Hours

Learning resources: Coursera

SEMESTER IV

COURSE CURRICULUM

Name of the Program:		BBA		Semester : IV		Level: UG	
Course Name		Research Methodology		Course Code/ Course Type		UBB209/MAJM	
Course Pattern		2024		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theor y	Practic al	Tutori al	Total Credit s	Hours	CIA	ESA (End Semester Assessment)	Practical/Oral
3	-	-	3	3	40	60	-
Pre-Requisite:							
Course Objectives (CO):		1.To develop firm understanding of the basic framework of research process 2. To develop a thorough understanding of various research designs and techniques 3. To identify various sources of information for literature review and data collection 4. To demonstrate knowledge of research process by conducting a literature review in their research area interest 5. Define and develop a possible research interest area to be taken ahead in their business research projects later to conduct an independent publishable research project					
Course Learning Outcomes (CLO):		CLO1: Understand advanced design, methodologies and analysis in business research methods. CLO2: Generate ideas and identify core business problem and distil into a research problem & relate to constructs CLO3: Analyse past literature for in-depth understanding on how the identified problem could be addressed. CLO4: Evident, analyse, and support the association of variables attributed in the conceptual model with theory. CLO5: Evaluate outcomes of the relevant					

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
UNIT I – Foundations of Business Research Introduction to Business Research, Nature and Scope of Business Research, Types of Business Research used in management studies, Scientific Investigation in Business, Concepts and Constructs, Definitions and Variables, Propositions and Hypotheses, Theory Building and Models, Information Needs of Managers, Technology Applications in Business Research including Internet, E-mail, Browsers and Websites, Role of Research in Managerial Decision-Making, Ethical Issues in Business Research.	1	9
UNIT II		

UNIT II – Research Design and Research Approach Meaning and Purpose of a Research Design, Elements of a Research Design, Types of Research Designs commonly used in universities (Exploratory, Descriptive, Causal), Formulation of the Research Problem, Developing the Problem Statement, Hypothesis Formulation and Characteristics of a Good Hypothesis, Testing of Hypothesis (basic framework), Selection of Appropriate Research Approach, Importance of Research Design in Business Studies.	2	9
UNIT III		
UNIT III – Sampling Design, Measurement and Scaling Concept of Sampling and Sample Design, Probability and Non-Probability Sampling Methods, Determination of Sample Size, Concept of Measurement in Business Research, Levels of Measurement (Nominal, Ordinal, Interval, Ratio), Scaling Techniques widely used in university research courses including Thurstone Scale, Likert Scale, Guttman Scale and Semantic Differential Scale, Reliability of Measurement, Validity of Measurement.	3	9
UNIT IV		
UNIT IV – Data Collection Methods and Instruments Sources of Data (Primary and Secondary), Methods of Primary Data Collection used in academic research such as Interviews, Surveys, Observations and Experiments, Structured and Unstructured Interviews, Face-to-Face and Telephone Interviews, Observation Methods, Design and Construction of Questionnaires, Principles of Question Wording, Question Sequencing, Structured and Unstructured Questionnaires, Guidelines for Developing Valid and Reliable Questionnaires as used in university research methodology courses.	4	9
UNIT V		
UNIT V – Research Report Writing and Presentation Meaning and Importance of Research Reports, Types of Research Reports, Components of a Standard Research Report including Title Page, Table of Contents, Executive Summary, Introduction, Main Body, Findings and Interpretation, Conclusion and Recommendations, Acknowledgements, References and Appendices, Formatting Guidelines similar to university project standards, Oral Presentation of Research, Designing Presentation Content, Use of Visual Aids, Role of the Presenter, Effective Delivery and Handling Questions.	5	9
Total Hours :		45

Learning resources

Textbooks:

Research Methodology, CR Kothari & Gaurav Garg (Methods & Techniques), New Age International Publishers

Schindler, Business Research Methods, McGraw Hill Education, 13th Edition

Research Methods for Business: A Skill Building Approach, 7th Edition, Uma Sekaran, Roger Bougie

Research Methodology, Methods & Techniques, CR Kothari, Gaurav Garg

Business Research Methods International Edition-2020, Bill Harley Emma Bell, Alan Bryman

Reference Books:

Zikmund, W. G., Carr, J. C., & Griffin, M. (2013). Business Research Methods. Cengage Learning
Bryman, Alan & Bell, Emma (2015). Business Research Methods (Fourth Edition), Oxford University Press
G.C. Beri, Marketing Research, Tata McGraw- Hill Publishers
Tull Donald and Hawkins De, Marketing Research, PHI
Green and Tull, Research Markets Decisions, PHI

Online Resources/E-Learning Resources

https://www.youtube.com/watch?v=5pPsU7ZIUs&utm_source=
<https://www.youtube.com/watch?v=eDw-Xhnx6tU>
<https://www.youtube.com/watch?v=iSHcC-QNCP4>
https://swayam.gov.in/?utm_source=
https://nptel.ac.in/?utm_source=

COURSE CURRICULUM

Name of the Program:		BBA		Semester: IV		Level: UG	
Course Name		Principles and Practices of Operations Management			Course Code/ Course Type		UBB210/MAJM
Course Pattern		2024		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA	ESA	Practical/Oral
2	0	1	3	3	40	60	0
Pre-Requisite: Bachelor’s Degree							
Course Objectives (CO):		The objectives of course are: 1. Explain the fundamental concepts, scope, and functions of Operations Management and its role in organizational effectiveness. 2. Examine various operations strategies and their relevance in achieving competitive advantage. 3. Apply Lean Management principles and techniques to improve operational efficiency and process control. 4. Demonstrate the use of quality control tools to support continuous improvement and operational excellence. 5. Evaluate different production systems and develop an appropriate production plan using Production Planning and Control (PPC) techniques.					
Course Learning Outcomes (CLO):		Students would be able to: 1. Describe the core concepts and key functions of Operations Management, highlighting their impact on organizational performance. 2. Identify, compare, and assess different operations strategies and align them with organizational goals and competitive priorities. 3. Apply Lean Management tools and techniques to streamline processes, reduce waste, and strengthen operational control. 4. Use and interpret various quality control tools (e.g., control charts, Ishikawa diagram, Pareto analysis) to support quality assurance and process improvement. 5. Analyze various types of production systems and design an effective production plan using appropriate PPC tools for real-world operational scenarios.					

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I: Fundamentals of Operations Management		
Introduction to Production and Operations Management, Definition, Scope, Significance, Functions of Operations Management, Distinction between Production vs. Operations, Evolution from Production to Operations Management, Key Elements of Operations Management.	CLO 1	9

UNIT II: Production Planning & Control (PPC)		
Role and Importance of PPC in Organizations, Demand Forecasting: Purpose and Planning Linkage, Qualitative & Quantitative Forecasting Methods, Steps and Methods of Production Planning, Capacity Planning Overview, Scheduling and Loading Concept.	CLO 2	9
UNIT III: Lean Management Principles		
Introduction to Lean Philosophy, Lean Principles and Wastes (Muda, Mura, Muri), Lean Tools: Kaizen, Value Stream Mapping, 5 Why's, SMED, Need and Advantages of Lean Operations, Lean Implementation Challenges	CLO 3	9
UNIT IV: Modern Productivity Techniques		
Introduction to Just-in-Time (JIT), JIT Concepts, Objectives & Benefits, Kanban System: Concept, Types, and Implementation, Relationship Between JIT, Kanban, and Lean. Case Examples of Productivity Improvement	CLO 4	9
UNIT V: Total Quality Management (TQM)		
Meaning & Dimensions of Quality, Customer vs. Manufacturer View of Quality, Concept and Features of TQM, 5S Workplace Management, Quality Circles: Structure & Functions, Basic QC Tools. Mini Case Studies.	CLO 5	9
Total Hours		45

Textbooks:

1. Russell, R. S., & Taylor, B. W. (2023). *Operations and Supply Chain Management* (11th ed.). Wiley.
2. Reid, R. D., Sanders, N. R., & Padhi, S. S. (2024). *Operations Management* (8th ed., Indian adaptation). Wiley-India.
3. Bozarth, C. C., & Handfield, R. B. (2024). *Introduction to Operations and Supply Chain Management* (5th ed., Global Edition). Pearson
4. "Sinha, G. K., Patra, S. K., & Mahapatra, D. M." (2025). *Operations Management: Modern Practices and Analytics*. Sultan Chand & Sons.
5. Taylor, B. W., & Russell, R. S. (2023). *Operations & Supply Chain Management: Principles and Practice*. Wiley. (as used in global curricula; note: this title describes a broad OPS/SCM approach)

Reference Books:

1. Stevenson, W. J. (2021). *Operations Management* (14th ed., International Student Edition). McGraw-Hill Education.
2. Jacobs, F. R., & Chase, R. B. (2025). *Operations and Supply Chain Management* (17th ed.). McGraw-Hill Education.
3. Stevenson, W. J. (2018). *Operations Management* (12th ed.). McGraw-Hill Education.
4. Garg, A. K. (n.d.). *Production and Operations Management*. McGraw-Hill Education. (Use this for context in Indian/Asian production environments.)
5. Barnes, D. (2023). *Operations Management: An International Perspective*. Red Globe Press / Bloomsbury

Online Resources/E-Learning Resources:

1. Wiley PLUS — companion online resources for *Operations and Supply Chain Management* (11th ed.): includes video cases, Excel-based exercises, supply-chain simulations and global supply-chain examples. wileyplus.com⁺¹
2. Pearson MyLab / e-Text for *Introduction to Operations and Supply Chain Management* (5th ed.): provides e-book version plus digital tools for forecasting, inventory planning, lean systems, quality, etc.
3. Coursera. (2023). *Operations Management: Analysis and Improvement Methods* (University of Illinois). <https://www.coursera.org>
4. Coursera. (2022). *Supply Chain Management Specialization* (Rutgers University). <https://www.coursera.org>
5. NPTEL. (2022). *Production and Operations Management* (Prof. Rajat Agrawal, IIT Roorkee). <https://nptel.ac.in>
6. MIT OpenCourseWare. (2023). *Introduction to Operations Management*. <https://ocw.mit.edu>

COURSE CURRICULUM

Name of the Program:		BBA		Semester: IV		Level: UG	
Course Name		International Business		Course Code/ Course Type		UBB226 / MAJM	
Course Pattern		2024		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theor y	Practic al	Tutoria l	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Or al
3	-	-	3	3	40	60	-
Pre-Requisite:		XII th, Basics of Marketing					
Course Objectives (CO):		The objectives of International Business are: 1. Acquire a comprehensive foundation by understanding the fundamentals of business and understanding the environment in which they will function 2. Learn the analytical tools for intelligent decision-making and problem solving 3. Knowledge and skills for making the students ready for employment in the changing global scenario 4. Discuss issues and recommendations persuasively 5. Recommend solutions that address the problem within the organizational environment					
Course Learning Outcomes (CLO):		Students would be able to: 1. Ensure and understand professional augmentation taking place in the global as well as domestic business arena 2. To nurture their talent for becoming good leaders and assets for an organization 3. To gain in-depth knowledge and analytical skills 4. To carry out various Trade and Marketing operations of an organization in an emerging globalized environment 5. Develop and present an international business plan					

Course Contents/Syllabus:

(All the units carry equal weightage in Summative Assessment and equal engagement)

Descriptors/Topics	CLO	Hours
UNIT I		
International Business: An Overview – Evolution of International Business, Drivers of Globalization, Influences of International Business, Stages of Internationalization, Differences between Domestic and International Business, International Business Approaches, Benefits &	CLO 1	9

Challenges of International Business.		
UNIT II		
Theories of International Trade – Mercantilism, Theory of absolute cost advantage, Comparative advantage theory, HO theory/Relative factor endowment theory, Country similarity theory, Product life cycle theory, The Leontief Paradox, New Trade Theory	CLO 2	9
UNIT III		
International Business Environment – Social and Cultural Environment, Technological Environment, Economic Environment, Political Environment, Porters 5 forces theory, International Trade Channels & Distribution Strategies, Competition & Future of International Marketing	CLO 3	9
UNIT IV		
Modes of Entering International Business – Modes of Entry, Exporting, licensing, franchising, contract manufacturing, management contracts, turnkey projects, alliances like mergers and acquisitions, joint ventures, Comparison of Different Modes of Entry, global logistics and supply chain	CLO 4	9
UNIT V		
Foreign Direct Investment – Factors Influencing FDI, Reasons for FDI, Costs and Benefits of FDI, Trends in FDI, Foreign Direct Investment in India, The Foreign exchange market, international parity and exchange rate determination, International Financial markets, Concept, components and disequilibrium in Balance of payment, WTO, IMF, IBRD, IFC, UNCTAD	CLO 5	9
Total Hours		45

Learning resources

Textbooks:

1. International Business Environment, Dr. Francis Cherunilam, Himalaya Publishing House, Ninth revised edition, 2019
2. Globalization and Business, John D. Daniels (Author), Lee H. Radebaugh (Author), Daniel Sullivan, Pearson Higher Ed, 2022 edition
3. Global Marketing Management, 8th Edition, Masaaki (Mike) Kotabe, Kristiaan Helsen, Pearson, 2020 edition

Reference Books:

1. International Business | 13th Edition, Charles W.L. Hill, McGraw Hill, 2023 edition
2. International Marketing 11e, Terpstra, Foley, Sarathy, Naper Publishing Group, Jan 2016
3. International Business 15/e, Daniels/Salwan, Pearson Education India, July 2016

Online Resources/E-Learning Resources:

1. International Business – Case Teaching <https://hbsp.harvard.edu/international-business>
2. International Business Database <https://guides.library.upenn.edu/intlbus/global>
3. International Business Guide
<https://campusguides.lib.utah.edu/c.php?g=160389&p=1052466>

Functional Specialization Finance:

COURSE CURRICULUM

Name of the Program:		BBA		Semester: IV		Level: UG	
Course Name		Financial Market and Services		Course Code/ Course Type		UBBFN203/SPL	
Course Pattern		2024		Version		1.0	
Teaching Scheme				Assessment Scheme			
Theor y	Practic al	Tutori al	Total Credit	Hours	CIA	ESA	Practical/Oral
3	-	-	3	3	40	60	
Pre-Requisite: 12 th pass							
Course Objectives (CO):				CO1: To understand the structure and functioning of Indian financial markets. CO2: To provide knowledge about the regulatory framework and operations of various financial institutions. CO3: To introduce financial services such as mutual funds, leasing, venture capital, and credit rating. CO4: To equip students with practical knowledge of financial instruments and intermediaries. CO5: To explore the innovations in financial markets and the impact of technology on financial services.			
Course Learning Outcomes (CLO):				CLO1: Understand the classification and functioning of financial markets and institutions in India. CLO2: Describe the role and functions of regulatory bodies like SEBI, RBI, and IRDA. CLO3: Identify and evaluate various financial services including factoring, forfaiting, mutual funds, and leasing. CLO4: Analyze the operations and importance of capital and money markets. CLO5: Explore recent trends, technological developments, and innovations in financial services.			

Course Contents/Syllabus:

(All the units carry equal weightage in Summative Assessment and equal engagement)

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Financial Markets Overview of financial system – Functions – Structure – Participants – Role of financial markets in economic development – Capital and Money Markets – Primary and Secondary Markets	CLO 1	09

Module II		
Regulatory Framework of Indian Financial Markets Role of RBI, SEBI, IRDA – Financial regulations and reforms – Role of government – Regulatory institutions – Legal infrastructure	CLO 2	09
Module III		
Financial Services I – Mutual Funds, Factoring, and Forfaiting Types of mutual funds – NAV calculation – Role of AMCs – Factoring and Forfaiting – Mechanism and types – Role in trade finance	CLO 3	09
Module IV		
Financial Services II – Leasing, Hire Purchase, Credit Rating & Venture Capital Concept and types of leasing – Legal framework – Hire Purchase system – Credit Rating process – Venture Capital and Private Equity – Process, stages and trends	CLO 4	09
Module V		
Emerging Trends in Financial Services FinTech and Digital Payments – Blockchain in finance – Robo-advisory – Peer-to-peer lending – Crowdfunding – Green Finance and ESG Investing	CLO 5	09
Total Hours		45

Learning resources

Textbooks:

- Khan, M.Y. – *Financial Services*
- Bhole, L.M. – *Financial Institutions and Markets*

Reference Books:

- Pathak, B.V. – *Indian Financial System*
- Gurusamy, S. – *Financial Markets and Institutions*
- Machiraju, H.R. – *Indian Financial System*

COURSE CURRICULUM

Name of the Program:		BBA		Semester: IV		Level: UG	
Course Name		Banking and Insurance		Course Code/ Course Type		UBBFN204/SPL	
Course Pattern		2024		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theor y	Practic al	Tutori al	Total Credits	Hour s	CIA	ESA	Practical/Oral
3	-	-	3	3	40	60	
Pre-Requisite: 12 th pass							
Course Objectives (CO):				CO1: To introduce the fundamental concepts of banking and insurance. CO2: To understand the functioning of commercial and central banks in India. CO3: To explore different types of insurance and their relevance in risk management. CO4: To examine recent trends and technological innovations in banking and insurance. CO5: To familiarize students with regulatory frameworks governing the banking and insurance sectors.			
Course Learning Outcomes (CLO):				CLO1: Understand the structure, types, and functions of banks and their role in economic development. CLO2: Analyze the working of commercial banks, credit creation process, and RBI's role in monetary control. CLO3: Explain the principles and types of insurance and evaluate risk management practices. CLO4: Understand the functioning and regulation of life and general insurance sectors in India. CLO5: Identify recent technological developments and innovations in banking and insurance services			

Course Contents/Syllabus:

(All the units carry equal weightage in Summative Assessment and equal engagement)

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Banking Definition and types of banks – Functions of banks – Role of banks in economic development – Commercial vs. Central banking – Overview of Indian banking sector – Financial inclusion	1	09
Module II		
Commercial Banking and Central Banking	2	09

Structure and functions of commercial banks – Credit creation and its limitations – Central Banking functions with reference to RBI – Monetary policy and tools – BASEL norms and banking risks		
Module III		
Introduction to Insurance Meaning and importance – Principles of insurance – Types of risks – Classification of insurance (Life and Non-Life) – Risk management techniques – Underwriting process	3	09
Module IV		
Life and General Insurance Life insurance: features, types, policy conditions and claims – General insurance: fire, marine, health, motor, liability – Reinsurance – Insurance marketing and distribution channels	4	09
Module V		
Innovations and Regulatory Framework Digital banking – Mobile and internet banking – NEFT, RTGS, UPI – Cybersecurity in banking – Bancassurance – IRDA and RBI roles – Financial literacy and inclusion – Future trends in banking and insurance	5	09
Total Hours		45

Learning resources

Textbooks:

- Mishkin, F.S. – *The Economics of Money, Banking and Financial Markets*
- Suneja, H.R. – *Practical and Law of Banking*
- M.N. Mishra & S.B. Mishra – *Insurance: Principles and Practice*

Reference Books:

- K.C. Shekhar & Lekshmy Shekhar – *Banking Theory and Practice*
- Dr. P.K. Gupta – *Insurance and Risk Management*
- Indian Institute of Banking & Finance – *Principles and Practices of Banking*

Digital Marketing and Media Management

COURSE CURRICULUM

Name of the Program:		BBA		Semester: IV		Level: UG	
Course Name		Social Media Marketing		Course Code/ Course Type		UBBDM203/SPL	
Course Pattern		2025		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theor y	Practic al	Tutori al	Total Credits	Hours	CIA	ESA	Practical/Oral
3			3	3	40	60	
Pre-Requisite: Digital Marketing basics or fundamentals							
Course Objectives (CO):		The objectives of the course are: 1. To prepare students understand online consumer mindset 2. To develop Strategic Digital Marketing Skills to enhance customer experiences 3. To foster Innovation through Design Thinking 4. To excel into various evolving technology roles relevant to digital marketing 5. To leverage Advanced Technologies					
Course Learning Outcomes (CLO):		Students would be able to: 1. Explain the Evolution and Landscape of Digital Marketing 2. Analyze the Social Media Marketing Strategy for Consumer Engagement 3. Interpret the concepts of various Digital Promotion Strategies 4. Evaluate the CRM and web analytics techniques 5. Use social media analytics and integrative media strategies					

Course Contents/Syllabus:

(All the units carry equal weightage in Summative Assessment and equal engagement)

Descriptors/Topics	CLO	Hours
UNIT I		
Module I: Introduction to Social Media Marketing – Understanding the Role and Impact of Social Media in Digital Marketing, Evolution and History of Social Platforms, Social Media vs Traditional Media, Types of Social Media Channels, Setting SMART Goals for Social Media, Identifying and Understanding Target Audiences, Social Media Trends in 2025 (AI, AR, VR), The Role of Influencers and Micro-Influencers, Introduction to Social Media Strategy Development.	CLO 1	9
UNIT II		
Module II: Platform-Specific Strategies and Content Creation – Facebook Marketing: Pages, Groups, and Ad Formats, Instagram Marketing:	CLO 2	9

Reels, Stories, and Influencer Tie-Ups, LinkedIn for B2B Marketing and Personal Branding, Twitter/X Strategy: Trends, Hashtags, and Ads, YouTube for Video Marketing and Monetization, TikTok Marketing and Short Video Strategies (2025 updates), Snapchat & Emerging Platforms (Threads, Clubhouse, etc.), Creating Engaging Content (Text, Visual, Video, Interactive), Content Calendar Planning and Scheduling, Tools for Social Media Content Creation (Canva, CapCut, Adobe Express).		
UNIT III		
Module III: Advertising and Campaign Management – Setting Up and Managing Facebook & Instagram Ads, Creating Custom and Lookalike Audiences, Budgeting and Bidding Strategies, Campaign Objectives and Funnel Strategy, Running Twitter/X and LinkedIn Ads, YouTube and TikTok Ad Campaign Setup, Cross-Platform Advertising Strategies, A/B Testing and Optimization of Ads, Creative Best Practices for Ads, Monitoring Ad Performance and Analytics.	CLO 3	9
UNIT IV		
Module IV: Analytics, Tools, and Automation – Introduction to Social Media Analytics, Facebook Insights and Meta Business Suite, Instagram Analytics and Reels Performance, LinkedIn and Twitter Analytics, YouTube Studio and Engagement Metrics, Google Analytics 4 Integration with Social Channels, Creating and Interpreting Campaign Reports, Social Listening Tools (BuzzSumo, Brand24), Scheduling and Automation Tools (Buffer, Hootsuite, Later), Chatbots and AI in Social Media Engagement (2025).	CLO 4	9
UNIT V		
Module V: Strategy Building and Future of Social Media Marketing – Building an Integrated Social Media Strategy, Crisis Management and Online Reputation Handling, Managing Communities and Engagement, User-Generated Content and Brand Advocacy, Social Media Policy and Ethical Guidelines, Influencer Outreach and Collaboration, Personal Branding Through Social Media, Measuring ROI from Social Campaigns, Future Trends: Metaverse, AI Avatars, and Virtual Events (2025+), Case Studies and Best Practices from Leading Brands.	CLO 5	9
Total Hours		45

Learning resources

Textbooks:

1. Social Media Marketing, Pearson, 2013, Michael Solomon and Tracy Tuten
2. Social Media Marketing for Beginners: Create Successful Campaigns, Gain more Fans and boost sales from any social network by F.R. Media, 2/e, June 2014
3. Social Media Marketing – Tracy L. Tuten & Michael R. Solomon, SAGE, 2024/2025 (latest edition)
4. Social Media Marketing: A Strategic Approach – Debra Zahay, Mary-Lou Roberts, Janna Parker & Donald I. Barker, Cengage, 2023 (3rd edition)

Reference Books:

1. Social Media Marketing All in one for Dummies, 2012, Jan Zimmerman and Deborah Ng.
2. Fundamentals of Digital Marketing, Pearson, 2017, Bhatia Punit
3. The Design of Everyday Things, Apr, 2011, Douglas A. Norman
4. Advertising Media Planning, 2010, Jack Z.Scissors and Roger B.Baron

Online Resources/E-Learning Resources:

1. Foundations of Digital Marketing and E-commerce;
<https://www.coursera.org/learn/foundations-of-digital-marketing-and-e-commerce>
2. Fundamentals of Digital Marketing; <https://www.reliablesoft.net/best-digital-marketing-courses/#google-fundamentals>
3. Fundamentals of Social Media Advertising; <https://www.coursera.org/learn/social-media-advertising-fundamentals>
4. Meta Social Media Marketing Professional Certificate;
<https://www.coursera.org/professional-certificates/facebook-social-media-marketing>

COURSE CURRICULUM

Name of the Program:		BBA		Semester: IV		Level: UG	
Course Name		SEO & SEM Strategies		Course Code/ Course Type		UBBDM204/SPL	
Course Pattern		2024		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theor y	Practic al	Tutori al	Total Credit s	Hours	CIA	ESA	Practical/Oral
3			3	3	40	60	
Pre-Requisite: Marketing basics or fundamentals							
Course Objectives (CO):				The objectives of the course are: <div>1. To familiarize the students with the tools and techniques used by the digital marketers for driving the marketing decisions to attain marketing objectives</div> <div>2. To acquaint the students with the knowledge of growing integration between the traditional and digital marketing concepts and practices in the digital era</div> <div>3. To develop Strategic Digital Marketing Skills,</div> <div>4. To foster Innovation through Design Thinking</div> <div>5. To excel into various evolving roles relevant to digital marketing</div>			
Course Learning Outcomes (CLO):				Students would be able to: <div>1. To understand email, content and social media marketing and apply the learnings to create digital media campaigns.</div> <div>2. To examine various tactics for enhancing a website’s position and ranking with search engines</div> <div>3. To leverage the digital strategies to gain competitive advantage for business and career</div> <div>4. To understand customer value journey in digital context and behavior of online consumers</div> <div>5. To understand the concept of digital marketing and its integration with traditional marketing</div>			

Course Contents/Syllabus:

(All the units carry equal weightage in Summative Assessment and equal engagement)

Descriptors/Topics	CLO	Hours
UNIT I		

Module I: Fundamentals of SEO and SEM – Introduction to Search Engine Optimization and Search Engine Marketing, Understanding the Role of SEO and SEM in Digital Strategy, Differences and Integration of SEO & SEM, Evolution of Search Algorithms, Importance of User Intent and Search Behavior, Understanding SERP Features, Impact of AI and Machine Learning on Search (2025), Voice and Visual Search Optimization, Mobile-First Indexing, and Core Web Vitals.	CLO 1	9
UNIT II		
Module II: On-Page and Technical SEO – Keyword Research and Search Intent Mapping, Long-Tail Keywords and Topic Clusters, Content Optimization Strategies, Title Tags and Meta Descriptions, Header Tag Optimization, Image SEO and Alt Text, Internal Linking and Site Architecture, Structured Data and Schema Markup, Mobile Optimization and Page Speed, Leveraging AI Tools for On-Page SEO.	CLO 2	9
UNIT III		
Module III: Off-Page SEO and Local SEO – Link Building Strategies and Ethical Practices, Guest Posting and Outreach, Social Signals and Online PR, Backlink Analysis Tools (Ahrefs, SEMrush, Moz), Google Business Profile Optimization, Citation Management and NAP Consistency, Online Reputation and Review Management, Local Keyword Targeting, Location-Based SEO, and Hyperlocal SEO for Voice Search.	CLO 3	9
UNIT IV		
Module IV: SEM Campaign Design and Optimization – Introduction to Google Ads and Microsoft Ads, Planning and Structuring Search Ad Campaigns, Creating Effective Responsive Search Ads, Quality Score and Ad Rank Optimization, Bidding Strategies: CPC, CPA, ROAS, Automated Bidding, Display Ads Creation and Targeting, YouTube Video Ads and Campaign Setup, Performance Max and Shopping Ads (2025), Remarketing and Retargeting Strategies, A/B Testing and Campaign Optimization.	CLO 4	9
Module V: Analytics, Reporting, and Future Trends – Google Analytics 4 (GA4): Interface and Setup, Setting Up Goals, Events, and Conversions, Monitoring SEO and SEM Metrics, Google Search Console for SEO Insights, Traffic Source Analysis and Audience Behavior, Creating Performance Dashboards, ROI and ROAS Calculation, SEO and SEM Automation Tools, Chatbots, AI, and Predictive Search, Future of SEO/SEM in a Privacy-First World.	CLO 5	9
Total Hours		45

Learning resources

Textbooks:

1. Kartajaya, H., Kotler, P., & Setiawan, I. (2016). Marketing 4.0: moving from traditional to digital. John Wiley & Sons.
2. Ryan, Damien: Understanding Digital Marketing - Marketing Strategies for Engaging the Digital Generation. Kogan Page Limited

Reference Books:

1. Digital Marketing, Dave Chaffey, Fiona Ellis-Chadwick
2. Moutusy Maity: Internet Marketing: A practical approach in the Indian Context: Oxford Publishing
3. Digital Marketing: McGraw Hill, Seema Gupta

Online Resources/E-Learning Resources:

1. Search Engine Marketing; <https://www.coursera.org/learn/search-engine-marketing>
2. Search and Display Advertising; <https://www.coursera.org/learn/search-and-display-advertising>
3. Strategic Digital Marketing Channels - SEO & SEM Specialization; <https://www.coursera.org/specializations/strategicdigitalmarketingchannels-seoandsem>

Functional Specialization Supply Chain Management and Logistics

COURSE CURRICULUM

Name of the Program:		BBA		Semester: IV		Level: UG	
Course Name		Inventory Management		Course Code/ Course Type		UBBSC203/SPL	
Course Pattern		2024		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theor y	Practic al	Tutori al	Total Credit s	Hour s	CIA	ESA	Practical/Oral
3	-	-	3	3	40	60	
Pre-Requisite: 12 th pass							
Course Objectives (CO):				The objectives of the course are: 1. Recall fundamental inventory management concepts, types, roles, and associated costs. 2. Explain and interpret deterministic and probabilistic inventory control models used in operations. 3. Apply techniques for practical inventory decisions. 4. Analyze new methods and compare them with traditional inventory methods. 5. Evaluate make-or-buy decisions and design improvements using inventory analysis techniques.			
Course Learning Outcomes (CLO):				Students would be able to: 1. Identify basic inventory concepts, types, roles, and cost elements. 2. Explain deterministic and stochastic inventory models. 3. Apply EOQ formulas, reorder points, service levels, and variable-demand models to inventory problems. 4. Analyze JIT operations, Kanban tools, and VMI systems and compare them with traditional inventory techniques. 5. Evaluate make-or-buy decisions and use inventory analysis			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hour s
UNIT I		
Introduction to Inventory Management - Inventory Management: Concept and definitions. Role of inventory in Operations, Types of inventory: seasonal, decoupling, cyclic, pipeline, Safety stock. Inventory costs – carrying costs, ordering costs, shortage costs. Risk Factors Affecting Inventory (Obsolescence, Shrinkage, Seasonal Demand),	CLO 1	09
UNIT II		

Inventory Control models - Continuous Review (Q) systems, Periodic Review (P) systems, ABC Classification system, Issues in the P and Q systems of inventory control.	CLO 2	09
UNIT III		
Economic Order Quantity Models - The Basic EOQ Model, Production Quantity Model, Reorder Point, Safety Stocks, Service Level, Reorder point with variable demand, Order quantity for periodic inventory system, Order quantity with variable demand.	CLO 3	09
UNIT IV		
Principles of just-in-time, Core logic of JIT, Main features for stocks, Achieving just-in-time operations, Other effects of JIT, Benefits and disadvantages of JIT, Comparison with other methods of inventory management. KANBAN as a control tool. Vendor managed inventory.	CLO 4	09
UNIT V		
Make Or Buy Decisions - Factors influencing Make Or Buy Decisions- cost, quality, Evaluation of performance of Materials function: cost, delivery, quality, methodology of evaluation, Use of ratios - inventory ratios, inventory analysis like ABC, FSN: Fast slow, Nonmoving, HML- High Medium, Low, XYZ. Materials Management In JIT Environment.	CLO 5	09
Total Hours		45

Learning resources

Text Reading:

1. Export-Import Management" by Justin Paul and R. Khanna
2. Global Business Today" by Charles W. L. Hill and G. Tomas M. Hult
3. Export-Import Theory, Practices, and Procedures Paperback –by Belay Seyoum (Author), Publisher : Routledge;
4. Arnold, J. R. Tony & Chapman, Stephen N., Introduction to Materials Management
5. Richard J. Tersine, Principles of Inventory and Materials Management

Reference Reading:

1. David Piasecki, Inventory Management Explained: A Focus on Forecasting, Lot Sizing, Safety Stock, and Ordering Systems
2. Zipkin, Paul H., Foundations of Inventory Management
3. Silver, Edward A., Pyke, David F., & Peterson, Rein, Inventory Management and Production Planning and Scheduling
4. Muhlemann, Alan, Oakland, John, & Lockyer, Keith, Production and Operations Management

COURSE CURRICULUM

Name of the Program:		BBA		Semester: IV		Level: UG	
Course Name		Procurement and sourcing		Course Code/ Course Type		UBBSC204/SPL	
Course Pattern		2024		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theor y	Practic al	Tutori al	Total Credit s	Hour s	CIA	ESA	Practical/Oral
3	-	-	3	3	40	60	
Pre-Requisite: 12 th pass							
Course Objectives (CO):		The objectives of PPOM & OB course are: <div><div>1.</div><div>Recall basic concepts of procurement, purchasing, and supply chain management.</div></div> <div><div>2.</div><div>Recognize the strategic role of purchasing and sourcing in organizations.</div></div> <div><div>3.</div><div>Apply procurement processes, sourcing methods, and supplier evaluation tools.</div></div> <div><div>4.</div><div>Evaluate supplier, contract, and make-or-buy decisions.</div></div> <div><div>5.</div><div>Design simple procurement systems using RFI, RFP, and weighted scoring.</div></div>					
Course Learning Outcomes (CLO):		Students would be able to: <div><div>1.</div><div>Identify real-world procurement and sourcing practices.</div></div> <div><div>2.</div><div>Explain core concepts of procurement, sourcing, and contract management.</div></div> <div><div>3.</div><div>Comprehend and apply supplier selection and evaluation models.</div></div> <div><div>4.</div><div>Analyze trends in strategic sourcing and supply chain integration.</div></div> <div><div>5.</div><div>Decide/evaluate procurement strategies and sourcing decisions.</div></div>					

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Procurement & Supply Chain - Introduction to Purchasing Management – Basic Concepts of Corporate Purchasing, What is Purchasing? – Practical Understanding of Purchasing Function, Purchasing & Supply Chain Management (SCM) – Role of Purchasing in Supply Chain, Comprehensive Procurement & Supply Chain Overview	CLO 1	09
UNIT II		
Purchasing Strategy & Portfolio Management - Purchasing Strategy – Strategic Role of Purchasing in Organizations, Types of Supply, Materials & Services – What Companies Purchase, Purchasing Portfolio Management,	CLO 2	09

Purchasing Portfolio Strategy		
UNIT III		
Purchasing Decision-Making & Procurement Process - Purchasing Decision-Making – Cost, Risk & Value Analysis, Purchasing Process – End-to-End Workflow in Procurement, Purchasing Process Management – Managing Operations & Controls, Break-Even Analysis – Buy vs. Make Decision	CLO 3	09
UNIT IV		
Sourcing & Supplier Evaluation Techniques - Sourcing in Procurement – Supplier Sourcing Strategies, Supplier Selection Process, Weighted Scoring Method – Decision Matrix for Supplier Evaluation, Advanced Weighted Scoring – Step-by-Step Practical Method	CLO 4	09
UNIT V		
RFI, RFP, Contract & Outsourcing Management - Understanding RFI, RFQ & RFP, Request for Proposal (RFP) – Sample Process, How to Prepare an Effective RFP, Contract Management – Types of Contracts (Fixed Price, Cost-Based, T&M), Outsourcing in Procurement	CLO 5	09
Total Hours		45

Textbooks:

1. A-Z of Procurement Cycle - Sourcing Strategies, Commercial Negotiation and Supplier Relationship Management Including Real Life Case Studies - **November 2023** - by Sarfaraz Chikte (Author)
2. Manual for Procurement of Goods Services and Works in Govt Departments Perfect Paperback – **1 January 2023** - by Nabhi Board of Editors (Author)

Reference Books:

1. The Definitive Guide to Supply Management and Procurement: Principles and Strategies for Establishing Efficient, Effective, and Sustainable Supply Management Operations Paperback – **1 January 2020** by CSCMP (Council of Supply Chain Management Professionals) (Author), Wendy Tate (Author)
2. Digital Procurement Unlocked : Transforming business with Procurement data Paperback – **26 July 2023** by Deepti Bandi (Author)

Online Resources/E-Learning Resources:

1. https://www.youtube.com/watch?v=rOn_8EPYOso&list=PLyqSpQzTE6M9ehZLIiw_R66dS4np2BJSW&index=2 IIT Madras
2. https://www.youtube.com/watch?v=e63vAxT1Ub8&list=PLWySm7JMfPqM1ltnM56xSu4_g0AW7KGtB&index=1
3. <https://www.infosys.com/newsroom/events/Documents/sourcing-procurement-strategies.pdf>
4. <https://www.scribd.com/document/631868002/Procurement-and-Supply-in-Practice-L4M8>

Functional Specialization Marketing

COURSE CURRICULUM

Name of the Program:		BBA		Semester: IV		Level: UG	
Course Name		Product & Brand Management		Course Code/ Course Type		UBBMK203/SPL	
Course Pattern		2024		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theor y	Practic al	Tutori al	Total Credit s	Hour s	CIA	ESA	Practical/Oral
3	-	-	3	3	40	60	
Pre-Requisite: 12 th pass							
Course Objectives (CO):			The objectives of Product & Brand Management are: <div>1. Understand the fundamental concepts of product management, including product lifecycle, planning, and brand vs product differentiation.</div> <div>2. Analyze product-market orientation and challenges in branding using industry examples.</div> <div>3. Apply the principles of brand creation and management to identify branding opportunities in business scenarios</div> <div>4. Evaluate the effectiveness of brand positioning, repositioning, and brand architecture strategies across various market conditions.</div> <div>5. Develop strategic brand management solutions for managing brand portfolios and revitalizing stagnant or declining brands.</div>				
Course Learning Outcomes (CLO):			Students would be able to: <div>1. Explain the key components of product management including planning, development, PLC, and product portfolio analysis.</div> <div>2. Interpret and analyze product-market orientation with examples (e.g., toothpaste, motorcycles, paints) and assess branding challenges.</div> <div>3. Apply branding concepts and models to real-life business scenarios and recognize factors leading to brand success or failure.</div> <div>4. Evaluate long-term branding strategies, brand architecture, and repositioning techniques to ensure brand sustainability.</div> <div>5. Design strategic brand management plans including portfolio management, brand equity building, and revitalization strategies.</div>				

Course Contents/Syllabus:**(All the units carry equal weightage in Summative Assessment and equal engagement)**

Descriptors/Topics	CLO	Hours
UNIT I		
Basics of Product Management: Introduction, Product Planning and Development, PLC Theory- Product vs Brand, Product Portfolio Analysis - Mapping - Understanding Company Product/Brands and Competitive Brand Market Position	CLO 1	09
Module II		
Product Market Analysis: Product Market Orientation with respect to few products- Toothpaste, Motorcycle, Paints-Challenges faced by Companies during the branding phases	CLO 2	09
Module III		
Concept of Brand and its Relevance in a Business Scenario: Why Brand? What does Brand Building involve? Identification of opportunity for branding and Brand Management Process, Why Does Brand Wither?	CLO 3	09
Module IV		
Brand Positioning and Repositioning: Sustaining a brand long-term, Branding at different stages of market – evolution – The scope for branding, the role of branding and branding strategies needed at different stages in the evolution of the market, Brand Architecture	CLO 4	09
Module V		
Strategic Brand Management Process: Handling a Large Portfolio, Multi-Brand Portfolio. Brand Hierarchy, Revitalizing brands: Re-launch, Rejuvenation, when brand is dying or stagnating, or when the market is dying or stagnating, Sources of brand equity (Brand Awareness, Brand personality, Brand loyalty, perceived quality, Brand Associations)	CLO 5	09
Total Hours		45

Learning resources**Textbooks:**

1. "Product and Brand Management" by Arijit Goswami and Dr. Bhavna Prajapati (Published by Walnut Publication, 2023)
2. "Brand Management: Principles and Applications for Effective Branding" by Jaywant Singh and Paurav Shukla (Published by Kogan Page, 2024)
3. "Product and Brand Management" by Dr. K. Venugopal Rao (Published by Himalaya Publishing House, 2022)
4. "Brand Management: Co-creating Meaningful Brands" by Michael Beverland and Pinar Cankurtaran (Published by SAGE Publications, 2023)
5. "Product and Brand Management" by Tapan K. Panda (Published by Oxford University Press, 2016)

Reference Books:

1. "Product and Brand Management" by U.C. Mathur (Published by New Age International Publishers, 2010)

2. "Product and Brand Management" by Tapan K. Panda (Published by Oxford University Press, 2016)
3. "Brand Management" by Harsh V. Verma (Published by Excel Books, 2012)
4. "Product and Brand Management" by Dr. K. Venugopal Rao (Published by Himalaya Publishing House, 2022)

Online Resources/E-Learning Resources

1.  **SWAYAM – Product and Brand Management** Government of India's MOOC platform offering structured learning. https://swayam.gov.in/nd2_cec20_mg11/preview
2.  **Coursera – Brand Management: Aligning Business, Brand and Behaviour (University of London)** <https://www.coursera.org/learn/brand>
3.  **edX – Marketing Essentials (IIMBx)** Includes product and branding strategies within broader marketing. <https://www.edx.org/course/marketing-management-iimbx>
4.  **Alison – Brand Management Course** Free course covering core brand development and management principles. <https://alison.com/course/brand-management>
5.  **MIT OpenCourseWare – Marketing Management**
Lecture materials from MIT covering product and brand strategies.
<https://ocw.mit.edu/courses/sloan-school-of-management/15-810-marketing-management-summer-2004/>

COURSE CURRICULUM

Name of the Program:		BBA		Semester: IV		Level: UG	
Course Name		Integrated Marketing Communications			Course Code/ Course Type		UBBMK204/SPL
Course Pattern		2024		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theor y	Practic al	Tutori al	Total Credit s	Hour s	CIA	ESA	Practical/Oral
3	-	-	3	3	40	60	
Pre-Requisite: 12 th pass							
Course Objectives (CO):		The objectives of Integrated Marketing Communications are: <div>1. Understand the basic concepts, importance, and evolution of Integrated Marketing Communication.</div> <div>2. Identify and explain various IMC tools such as advertising, PR, sales promotion, and digital media.</div> <div>3. Develop simple IMC messages and understand creative and media planning fundamentals.</div> <div>4. Apply digital and social media platforms in integrated communication campaigns.</div> <div>5. Evaluate successful IMC campaigns and understand ethical considerations in communication.</div>					
Course Learning Outcomes (CLO):		Students would be able to: <div>1. Describe the IMC concept, its components, and its role in modern marketing.</div> <div>2. Explain how marketers plan IMC strategies using target audience and brand insights.</div> <div>3. Demonstrate basic skills in message design, media selection, and creative tools.</div> <div>4. Apply social media and digital techniques to create integrated communication ideas.</div> <div>5. Assess the effectiveness of IMC tools while recognizing ethical and legal concerns.</div>					

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to IMC: Meaning, definition, and scope of IMC. Evolution of IMC and shift from traditional to integrated communication. Role of IMC in branding, brand identity, brand equity. Components of the IMC mix. Importance of consistency and synergy. IMC planning process (basic overview). Global IMC examples (Coca-Cola, Nike, Amul). Benefits of IMC	CLO 1	09

for modern businesses.		
Module II		
IMC Planning & Consumer Understanding- Steps in IMC Planning. Understanding target customers. Segmentation, Targeting & Positioning (STP) in communication. Understanding brand message & positioning. Consumer insights: meaning and importance. Customer journey mapping: awareness → purchase → loyalty. SWOT analysis for IMC. Competitive communication analysis (Case examples: Zomato, Cadbury)	CLO 2	09
Module III		
IMC Tools: Advertising, Sales Promotion, PR & Direct Marketing-A. Advertising: Meaning, objectives, and importance. Types of advertising AIDA model. Message strategies and appeals. Basics of copywriting Sales Promotion: Meaning and scope. Types: Consumer, Trade, and Online Promotions. Examples: Coupons, contests, seasonal sales, Amazon/Flipkart promotions. Public Relations: Meaning, tools & role. PR vs Advertising. Basics of crisis communication. Direct & Personal Selling: Email marketing, SMS marketing, tele-calling. Relationship building with customers	CLO 3	09
Module IV		
Digital & Social Media Integration: Role of digital media in IMC. Social media platforms overview. Organic vs Paid marketing. Content marketing basics. Influencer marketing. Digital advertising formats: banner ads, video ads, sponsored posts. Basic introduction to analytics (reach, impressions, engagement). Introduction to AI tools for content creation. Case examples: Swiggy Instagram campaigns, Tanishq ads	CLO 4	09
Module V		
IMC Budgeting, Evaluation & Ethics: Budgeting basics for IMC campaigns. Key IMC metrics (KPIs): reach, frequency, engagement. Campaign effectiveness evaluation. Return on Investment basics. Ethical issues in communication: misleading ads, stereotyping, children-targeted ads. Legal aspects: ASCI guidelines. Future trends: AI integration, personalization, interactive media. IMC career roles.	CLO 5	09
Total Hours		45

Learning resources

Textbooks:

1. Advertising and Promotion: An Integrated Marketing Communications Perspective, 12th Edition. George E. Belch, Michael A. Belch, Keyoor Purani. (McGraw-Hill Education, 2021)
2. Integrated Marketing Communication in Digital Age. Divesh Kumar, Varisha Rehman, Zillur Rahman. (Wiley India, 2024)
3. Integrated Marketing Communications, 6th Edition. Edwina Luck, Nigel Barker, Ann-Marie Sassenberg, Bill Chitty, Terence A. Shimp, J. Craig Andrews. (Cengage, 2021)

4. Advertising, Promotion, and Other Aspects of Integrated Marketing Communications, 10th Edition. J. Craig Andrews & Terence A. Shimp. (Cengage, 2018, India release)
5. Integrated Marketing Communication: Creative Strategy from Idea to Implementation by Robyn Blakeman (Published by Rowman & Littlefield Publishers, 2018)

Reference Books:

1. Integrated Advertising, Promotion, and Marketing: Communicating in a Digital World by Anubhav Mishra and Tata Sai Vijay (Published by Routledge, 2023)
2. Integrated Marketing Communications for Public Policy: Perspectives from the World's Largest Employment Guarantee Program MGNREGA by Shriram Kadia (Published by Palgrave Macmillan, 2022)
3. Integrated Marketing Communication: Advertising and Promotion in a Digital World, 2nd Edition. Jerome M. Juska. Routledge, 2022
4. Advertising and Integrated Brand Promotion (7th Edition). Thomas O'Guinn, Chris Allen, Richard J. Semenik, Angeline Close Scheinbaum. Cengage, 2015/2018 (India release)
5. Integrated Advertising, Promotion, and Marketing Communications (Global / International Edition). Kenneth E. Clow, Donald E. Baack. Pearson, 2017 (8th Edition / Global)

Online Resources/E-Learning Resources

1. SWAYAM (NPTEL) – Integrated Marketing Communication: Free course offered by Indian institutions, suitable for foundational understanding.
https://swayam.gov.in/nd1_noc20_mg27/preview
2. edX – Marketing Essentials by IIMB (includes IMC topics) Comprehensive marketing course covering IMC components. <https://www.edx.org/course/marketing-management-iimbx>
3. Alison – Integrated Marketing Communications
<https://alison.com/course/introduction-to-integrated-marketing-communications>
4. MIT OpenCourseWare – Marketing Management (includes communication strategies)
<https://ocw.mit.edu/courses/sloan-school-of-management/15-810-marketing-management-summer-2004/>

Functional Specialization Human Resource Management

COURSE CURRICULUM

Name of the Program:		BBA		Semester: IV		Level: UG	
Course Name		Compensation Management		Course Code/ Course Type		UBBHR203/SPL	
Course Pattern		2024		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theor y	Practic al	Tutori al	Total Credit s	Hour s	CIA	ESA	Practical/Oral
3	-	-	3	3	40	60	
Pre-Requisite: 12 th pass							
Course Objectives (CO):		1. To provide a comprehensive understanding of the fundamental principles, purpose and philosophy of Compensation Management — including types of compensation (base pay, incentives, benefits), and its role in organizational success and HR strategy.					
		2.To enable students to analyse internal and external factors influencing compensation decisions — such as labour market conditions, job evaluation, internal equity, external competitiveness, and organizational culture.					
		3.To equip students with the skills to design and implement effective and equitable compensation systems — including salary structures, job grading, benefits, incentives, performance-linked pay, and total rewards packages.					
		4.To foster understanding of legal, ethical and regulatory frameworks relevant to compensation — ensuring compliance with wage laws, minimum wages, bonuses, fair pay practices, and statutory benefits.					
		5.To develop capability to apply compensation theory to real-world organizational contexts — enabling problem-solving, critical evaluation of compensation systems, and aligning compensation strategy with organizational goals.					
Course Learning Outcomes (CLO):		1.To provide a comprehensive understanding of the fundamental principles, purpose and philosophy of Compensation Management — including types of compensation (base pay, incentives, benefits), and its role in organizational success and HR strategy.					

	<p>2.To enable students to analyse internal and external factors influencing compensation decisions — such as labour market conditions, job evaluation, internal equity, external competitiveness, and organizational culture.</p> <p>3.To equip students with the skills to design and implement effective and equitable compensation systems — including salary structures, job grading, benefits, incentives, performance-linked pay, and total rewards packages.</p> <p>4.To foster understanding of legal, ethical and regulatory frameworks relevant to compensation — ensuring compliance with wage laws, minimum wages, bonuses, fair pay practices, and statutory benefits.</p> <p>5.To develop capability to apply compensation theory to real-world organizational contexts — enabling problem-solving, critical evaluation of compensation systems, and aligning compensation strategy with organizational goals.</p>
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Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I - Fundamentals of Compensation Management		
• Definition, need and significance of compensation • Types of compensation: base pay, incentives, benefits, total rewards • Role of compensation in HR strategy, motivation, retention • Theories of wages and compensation (classical, behavioural, equity, expectancy etc.) • Compensation philosophy and organizational alignment.	1	09
Module II - Internal & External Factors in Compensation Decisions		
• Job analysis, job descriptions, job evaluation methods • Internal equity vs external equity • Market benchmarking and compensation surveys • Labour market characteristics, industry differences, cultural/institutional factors • Internal factors: organizational structure, performance, job family, competencies • External factors: industry standards, cost of living, inflation, regulation	2	09
Module III - Compensation System Design & Total Rewards		
• Designing pay structures: salary bands, grades, pay ranges • Benefits and perquisites: health insurance, retirement, allowances, fringe benefits • Incentives & variable pay: individual vs team incentives, bonus plans, merit pay, long-term incentives, equity-based pay • Executive compensation and special-group compensation (e.g. R&D, sales, managerial) • Compensation for diverse and global workforce (if relevant)	3	09
Module IV- Legal, Ethical & Regulatory Aspects		
• Labour laws and regulations (minimum wages, bonus laws, wage payment laws, benefits regulations) • Statutory compliance and governance • Fair pay, equity, transparency, anti-discrimination in compensation • Ethical considerations in compensation design and administration • Role of trade unions, wage boards, pay commissions (especially relevant in Indian context)	4	09
Module V- Strategic Compensation Management & Application		
• Strategic compensation planning: linking compensation strategy with organisational strategy and culture • Pay-for-performance, performance appraisal	5	09

integration, incentive linking • Compensation analytics: data collection, benchmarking, cost forecasting, pay audits • Designing compensation policies for retention, motivation, engagement, global mobility (if applicable) • Capstone / project: Design a compensation system for a specific organization (real or hypothetical), integrating all learnt elements.		
Total Hours		45

Learning resources

Textbooks:

- **Compensation** by George T. Milkovich, Jerry M. Newman & Barry A. Gerhart — often considered a “core” global text.
- **Strategic Compensation: A Human Resource Management Approach** by Joseph J. Martocchio — good for strategic design of compensation systems.
- **Compensation Management** by Dipak Kumar Bhattacharyya — covers compensation in Indian context and statutory/regulatory elements.
- **Compensation Management** by Deepali Kamle & Tushar Agarwal can also be useful.

Reference Books:

- Compensation Management by Dipak Kumar Bhattacharyya — covers compensation in Indian context and statutory/regulatory elements.
- Compensation Management by Deepali Kamle & Tushar Agarwal can also be useful.

Online Resources/E-Learning Resources:

- A structured online covering compensation strategy, pay structure, benefits, compliance, and non-
- monetary rewards. Offers flexible pace and a shareable certificate.
- <https://www.coursera.org/learn/compensation-management>
- free course teaching compensation principles, types, objectives, and implementation basics.
- <https://www.mygreatlearning.com/academy/learn-for-free/courses/compensation-management>

COURSE CURRICULUM

Name of the Program:		BBA		Semester: IV		Level: UG	
Course Name		Industrial Relations		Course Code/ Course Type		UBBHR204/SPL	
Course Pattern		2024		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theor y	Practic al	Tutori al	Total Credit s	Hour s	CIA	ESA	Practical/Oral
3	-	-	3	3	40	60	
Pre-Requisite: 12 th pass							
Course Objectives (CO):				CO1: To provide foundational knowledge of Industrial Relations (IR) and its relevance in business environments. CO2: To understand the role of trade unions, employers, and the government in maintaining industrial harmony. CO3: To examine the laws and practices governing IR in India. CO4: To explore dispute resolution mechanisms and collective bargaining practices. CO5: To build awareness of emerging trends in industrial relations and global best practices.			
Course Learning Outcomes (CLO):				CLO1: Explain the concepts, scope, and evolution of industrial relations. CLO2: Describe the role and functions of trade unions and employer organizations. CLO3: Analyze industrial disputes, causes, and dispute resolution mechanisms. CLO4: Interpret relevant labor legislation affecting industrial relations in India. CLO5: Evaluate current trends and practices in industrial relations at national and international levels.			

Course Contents/Syllabus:

(All the units carry equal weightage in Summative Assessment and equal engagement)

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Industrial Relations <ul style="list-style-type: none"> Definition, Scope and Objectives of IR 	CLO 1	09

<ul style="list-style-type: none"> • Evolution and Development of IR in India • Importance of IR in Human Resource Management • Actors in IR: Employers, Employees, Government • Approaches to IR: Unitary, Pluralistic, Marxis 		
Module II		
UNIT II: Trade Unions and Employers' Associations <ul style="list-style-type: none"> • Trade Unions: Meaning and Objectives • Types and Structure of Trade Unions in India • Rights and Liabilities of Trade Unions • Employers' Associations and their Role • Code of Discipline and Code of Conduct 	CLO 2	09
Module III		
UNIT III: Industrial Disputes and Resolution <ul style="list-style-type: none"> • Meaning and Causes of Industrial Disputes • Forms of Industrial Disputes (Strikes, Lockouts, Gheraos) • Preventive Measures and Settlements • Role of Collective Bargaining • Negotiation Techniques and Process 	CLO 3	09
Module IV		
UNIT IV: Industrial Relations Legislation <ul style="list-style-type: none"> • The Industrial Disputes Act, 1947: Key Provisions • The Trade Unions Act, 1926 • The Factories Act, 1948 (relevant IR provisions) • Industrial Employment (Standing Orders) Act, 1946 • Role of Labour Courts and Industrial Tribunals 	CLO 4	09
Module V		
UNIT V: Emerging Trends in Industrial Relations <ul style="list-style-type: none"> • Impact of Liberalization and Globalization • Contract Labour and Gig Economy Challenges • Role of Technology and Digitalization in IR • International Labour Standards (ILO) • Employee Engagement and Voice Mechanisms • Case Studies: Successful IR Practices in India 	CLO 5	09
Total Hours		45

Learning resources

Textbooks:

1. **Industrial Relations (2nd Edition)** — C. S. Venkata Ratnam & Manoranjan Dhal, Oxford University Press
2. **Industrial Relations, Trade Unions and Labour Legislation** — P. R. N. Sinha, Indu Bala Sinha & Seema Priyadarshini Shekhar, Pearson India
3. **Industrial Relations and Labour Laws (7th Edition)** — S. C. Srivastava, Vikas Publishing House

Reference Books:

1. **Industrial Relations and Labour Laws** — Piyali Ghosh & Shefali Nandan
2. **Industrial Relations in India: A Practitioner's Handbook** — E. I. Ravindranath, McGraw-Hill
3. **Industrial Relations in India: Beginning of Working Class to Date (1850–2009)** — P. L. Rao & P. R. K. Raju, Excel Books

Online Resources/E-Learning Resources

1. **Labour Welfare and Industrial Relations — Free Online Course**
Covers labour welfare, industrial relations, trade unions, and labour laws.
Link: <https://www.classcentral.com/course/swayam-labour-welfare-and-industrial-relations-292700>
2. **Basics of International Industrial Relations — Free Self-paced Course**
Focuses on global IR concepts, international labour relations, and comparative systems.
Link: <https://uniathena.com/short-courses/basics-of-international-industrial-relations>
3. **Social Dialogue and Industrial Relations – Induction Course — Free Training**
Covers collective bargaining, dispute settlement methods, and international labour standards.
Link: <https://www.itcilo.org/courses/social-dialogue-and-industrial-relations-self-guided-induction-course>

COURSE CURRICULUM

Name of the Program:		BBA		Semester: IV		Level: UG	
Course Name		Advance Excel		Course Code/ Course Type		UBB213/VAC	
Course Pattern		2024		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theor y	Practic al	Tutori al	Total Credit s	Hour s	CIA	ESA	Practical/Oral
1	1	0	2	3	50	0	
Pre-Requisite: 12 th pass							
Course Objectives (CO):			CO1: To develop advanced proficiency in Microsoft Excel for data management and analysis. CO2: To enable learners to apply Excel tools for business decision-making. CO3: To train students in creating dashboards, reports, and visualizations. CO4: To provide hands-on exposure to Excel’s formulas, functions, and tools for automation. CO5: To enhance employability skills through spreadsheet-based problem solving.				
Course Learning Outcomes (CLO):			CLO1: Demonstrate mastery of data handling and formatting techniques in Excel. CLO2: Apply advanced formulas, functions, and conditional logic for data analysis. CLO3: Utilize PivotTables, slicers, and charts to summarize and visualize data. CLO4: Create dynamic dashboards and reports using Excel tools. CLO5: Automate tasks using data validation, macros, and Excel add-ins.				

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Data Handling & Formatting Techniques Data entry best practices, formatting cells, sorting and filtering data, custom formatting, conditional formatting, working with large datasets	CLO 1	09
Module II		
Advanced Formulas and Functions. Logical functions (IF, AND, OR), Lookup & reference functions (VLOOKUP, HLOOKUP, INDEX, MATCH), Text functions, Date and time functions, Nested functions	CLO 2	09

Module III		
Data Analysis Tools Data validation, What-If analysis (Goal Seek, Data Tables, Scenario Manager), Subtotals, Removing duplicates, Data consolidation	CLO 3	09
Module IV		
PivotTables & Dashboards Creating and customizing PivotTables and PivotCharts, Grouping and filtering data, Slicers, Designing dashboards with form controls, KPIs	CLO 4	09
Module V		
Automation and Reporting Recording and editing macros, Introduction to VBA, Protecting sheets/workbooks, Using add-ins (e.g., Solver), Generating reports and templates	CLO 5	09
Total Hours		45

Learning resources

Textbooks:

- **Frye, Curtis D.** – *Microsoft Excel 2021 Step by Step*, Microsoft Press
- Microsoft Excel Data Analysis and Business Modeling, Wayne Winston, Microsoft Press, 7th Edition
- Mastering Excel: Power Query, Mark Moore, Independently Published, 1st edition
- Excel Macros For Dummies, Michael Alexander, Wiley, 2nd Edition

Reference Books:

- Wayne Winston – *Microsoft Excel Data Analysis and Business Modeling*, Microsoft Press
- Paul McFedries – *Excel 2021 Formulas and Functions*, Que Publishing
- Mike Girvin – *Ctrl+Shift+Enter Mastering Excel Array Formulas*