

Prof. Rajendra Singh (Rajju Bhaiya) University, Prayagraj

Faculty of Commerce and Management

Curriculum Structure and Syllabus

(WEF 2026-27 Onwards)

As per

NEP 2020

Apprenticeship Embedded Degree Course

BBA (Data Analytics and Business Intelligence)

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Program Outcomes (POs)

Upon successful completion of the program, graduates will be able to:

- PO1.** Apply knowledge of management, accounting, finance, marketing, and economics in business situations.
- PO2.** Analyze business problems using critical and analytical thinking.
- PO3.** Use quantitative and statistical techniques for business decision-making.
- PO4.** Apply digital technologies and AI tools to improve business performance.
- PO5.** Analyze and visualize data to generate business insights.
- PO6.** Communicate effectively and work collaboratively in professional environments.
- PO7.** Demonstrate ethical, responsible, and professional business conduct.
- PO8.** Exhibit leadership, innovation, and entrepreneurial abilities.
- PO9.** Evaluate business issues from global and sustainability perspectives.
- PO10.** Adapt to changing business environments through continuous learning.

Course Specific Outcomes (CSOs)

Upon successful completion of the program, graduates will be able to:

- CSO1.** Apply business analytics tools and techniques for data-driven decision-making.
- CSO2.** Use artificial intelligence and machine learning techniques to solve business problems.
- CSO3.** Demonstrate industry-ready competencies through projects, internships, and apprenticeships.

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Program Structure for “B.B.A in Data Analytics and Business Intelligence”

(2026-27 onwards)

Year	Sem	Course Code	Course Name	Core/ Elective	Credit	Total Marks= 100	
						CIE	ETE
I	I	F020101T	Principles of Management	Major (Core)	4	25	75
		F020102T	Managerial Economics	Major (Core)	3	25	75
		F020103T	Basic Accounting & Its Applications	Major (Core)	3	25	75
		F020104T	Business Statistics & Analytical Tools	Minor(Elective)	3	25	75
		F020105T	Digital Productivity & AI Tools	Minor(Elective)	2	25	75
			Vocational/ Skill Enhancement Course	SEC Elective	3		
			Value Added Course (Select any one): (1). Understanding India (2). Environmental Studies	VAC Elective	2	25	75
	II	F020201T	Python Programming	Major (Core)	3	25	75
		F020202T	Business Finance	Major (Core)	4	25	75
		F020203T	Marketing Management & Digital Marketing	Major (Core)	3	25	75
		F020204T	Human Resource Management	Minor(Elective)	3	25	75
		F020205T	Data Visualization using Power BI	Minor(Elective)	2	25	75
			Ability Enhancement Course- Hindi Bhasha Kaushal Evam Sanchar (हिंदी भाषा एवं कौशल विकास)	AEC	3	25	75
			Summer Training	ST	2		
II	III	F020301T	Cost Accounting	Major (Core)	4		75
		F020302T	Global Business Environment	Major (Core)	3		75
		F020303T	Introduction to Data Analytics for Business	Major (Core)	3		75
		F020304T	Business Laws & Ethics	Minor(Elective)	2		75
		F020305T	R for Business Analytics	Minor(Elective)	3		75
			Vocational/ Skill Enhancement Course	SEC Elective	3		
			Value Added Course (Select any one): (1). Digital and Technological Solutions (2). Health and Wellness (3). NCC (4). NSS (5). Rovers and Rangers	VAC Elective	2	25	75

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	IV	F020401T	Research Methods & Analytics	Major (Core)	4	25	75
		F020402T	Data Visualization with Tableau	Major (Core)	3	25	75
		F020403T	Investment & Financial Analytics	Major (Core)	3	25	75
		F020404T	Corporate Governance & Compliance	Minor(Elective)	2	25	75
		F020405T	Machine Learning	Minor(Elective)	3	25	75
			Ability Enhancement Course- English Language Skill and Communication	AEC	3		
			Summer Training	ST	2		
III	V	F020501T	Strategic Management	Major (Core)	3	25	75
		F020502T	Analytics with Python	Major (Core)	3	25	75
		F020503T	Goods and Services Tax	Major (Core)	3	25	75
		F020504T	SQL For Business Analytics	Major (Core)	4	25	75
		F020505T	Artificial Intelligence	Major (Core)	4	25	75
		F020506R	Research Project Work	R	3	25	75
	VI	F020601R	Apprenticeship (Presentation after completion of Apprenticeship)	R	20	100	

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Semester I

BBA Syllabus: 2026-27 Onwards		
Program Class: Degree	Year: First	Semester: First
Course Code: F020101T	Course Title: Principles of Management	Credits: 3
Course Outcomes: Upon successful completion of the course, students will be able to:		
CO1: Understand the concepts, nature, scope, and importance of management.		
CO2: Explain major management theories and managerial functions.		
CO3: Apply planning and decision-making techniques in business situations.		
CO4: Understand organizing, staffing, authority relationships, and coordination mechanisms.		
CO5: Analyze directing, leadership, motivation, and team management practices.		
CO6: Understand controlling techniques, business ethics, and emerging trends in digital and AI-enabled management.		
Units	Topics	
1	Introduction to Management: Meaning, nature and importance of management; Functions and levels of management; Management as science, art and profession; Managerial roles and skills; Challenges of modern management.	
2	Management Thought, Planning and Decision Making: Scientific Management by F.W. Taylor; Administrative Theory by Henry Fayol; Planning – meaning, importance and process; Types of plans; Decision-making process; Management by Objectives (MBO) and Management by Exception.	
3	Organizing and Staffing: Principles of organization; Organization structure; Delegation and decentralization; Coordination; Staffing process; Recruitment, selection and training basics.	
4	Directing and Leadership: Meaning and importance of directing; Principles of directing; Leadership and leadership styles; Motivation and motivational theories – Maslow and Herzberg; Teamwork and coordination; Supervision and interpersonal relations.	
5	Controlling and Emerging Trends: Meaning and process of controlling; Techniques of managerial control; Business ethics and social responsibility; Digital transformation in management.	
Course Practical Requirements	1. Case study discussions on managerial situations 2. Leadership and teamwork activities 3. Business planning exercises 4. Organizational structure analysis of companies 5. Group discussions and presentations 6. Business simulation and role-play activities	
Suggested Reference Books	1. Harold Koontz & Heinz Weihrich – <i>Essentials of Management</i> (McGraw Hill Education) 2. L.M. Prasad – <i>Principles and Practice of Management</i> (Sultan Chand & Sons) 3. Stephen P. Robbins & Mary Coulter – <i>Management</i> (Pearson Education) 4. C.B. Gupta – <i>Business Management</i> (Sultan Chand & Sons) 5. P.C. Tripathi & P.N. Reddy – <i>Principles of Management</i> (McGraw Hill Education) 6. V.S.P. Rao & Hari Krishna – <i>Management: Text and Cases</i> (Excel Books) 7. Dr. C.M. Bansal – <i>Business Management</i> (Taxmann Publications)	
Suggested	• SWAYAM – https://swayam.gov.in	

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Online Learning Platforms	- NPTEL – https://nptel.ac.in - e-PG Pathshala – https://epgp.inflibnet.ac.in - National Digital Library of India – https://ndl.iitkgp.ac.in - DIKSHA – https://diksha.gov.in
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BBA Syllabus: 2026-27 Onwards		
Program Class: Degree	Year: First	Semester: First
Course Code: F020102T	Course Title: Managerial Economics	Credits: 3
Course Outcomes: Upon successful completion of the course, students will be able to:		
CO1: Understand the concepts, nature, and scope of managerial economics.		
CO2: Apply managerial economic principles in business decision-making.		
CO3: Analyze demand, supply, and elasticity in market situations.		
CO4: Understand production, cost, and pricing decisions in business organizations.		
CO5: Explain different market structures and macroeconomic business environment.		
CO6: Understand emerging economic trends in digital and AI-driven business environments.		
Units	Topics	
1	Introduction to Managerial Economics: Meaning, nature and scope of managerial economics; Role in business decision-making; Basic economic problems; Principles of managerial economics – opportunity cost, incremental, equi-marginal, discounting and time perspective principles; Micro and Macro Economics.	
2	Demand and Supply Analysis: Meaning and determinants of demand; Law of demand; Elasticity of demand; Demand forecasting basics; Law of supply; Market equilibrium.	
3	Production and Cost Analysis: Production function; Law of variable proportions; Economies and diseconomies of scale; Cost concepts – fixed, variable and total cost; Break-even analysis and managerial applications.	
4	Market Structures and Pricing Decisions: Perfect competition; Monopoly; Monopolistic competition; Oligopoly; Price and output determination; Pricing methods and business pricing strategies.	
5	Macroeconomic Environment and Emerging Trends: National income concepts; Inflation and business cycles; Fiscal and monetary policy basics; Digital economy and startup ecosystem.	
Course Practical Requirements	(1). Demand and supply case studies (2). Consumer behavior and market survey exercises (3). Break-even analysis problems (4). Pricing strategy analysis of companies (5). Economic news and policy discussions (6). Case studies on digital economy and startups	
Suggested Reference Books	(1). D.N. Dwivedi – <i>Managerial Economics</i> (Vikas Publishing House) (2). H.L. Ahuja – <i>Managerial Economics</i> (S. Chand Publishing) (3). P.L. Mehta – <i>Managerial Economics</i> (Sultan Chand & Sons) (4). Geetika, Piyali Ghosh & Purba Roy Choudhury – <i>Managerial Economics</i> (McGraw Hill Education) (5). Varshney & Maheshwari – <i>Managerial Economics</i> (Sultan Chand & Sons) (6). Dominick Salvatore – <i>Managerial Economics in a Global Economy</i> (Oxford University Press)	

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Suggested Online Learning Platforms	• SWAYAM – https://swayam.gov.in • NPTEL – https://nptel.ac.in • e-PG Pathshala – https://epgp.inflibnet.ac.in • National Digital Library of India – https://ndl.iitkgp.ac.in • DIKSHA – https://diksha.gov.in
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BBA Syllabus: 2026-27 Onwards		
Program Class: Degree	Year: First	Semester: First
Course Code: F020103T	Course Title: Basic Accounting and Its Applications	Credits: 4
Course Outcomes: Upon successful completion of the course, students will be able to:		
CO1: Understand the concepts, principles, and importance of accounting in business organizations.		
CO2: Record and classify business transactions using journal, ledger, and subsidiary books.		
CO3: Prepare trial balance and identify rectification of accounting errors.		
CO4: Prepare final accounts with adjustments for sole proprietorship concerns.		
CO5: Apply accounting concepts related to depreciation and bank reconciliation statement.		
CO6: Develop practical understanding of computerized accounting systems and digital accounting practices.		
Units	Topics	
1	Introduction to Accounting: Meaning, objectives and functions of accounting; Branches of accounting; Users of accounting information; Accounting principles, concepts and conventions; Accounting equation; Types of accounts; Rules of debit and credit; Difference between accounting and book-keeping.	
2	Recording of Transactions: Journal entries; Compound entries; Ledger posting and balancing; Cash book and petty cash book; Subsidiary books – purchase book, sales book, purchase return book, sales return book; Trial balance and its preparation.	
3	Depreciation and Banking Transactions: Meaning and causes of depreciation; Methods of depreciation – straight line and written down value methods; Bank reconciliation statement. Introduction of Shares and Debentures.	
4	Rectification and Final Accounts: Rectification of errors; Suspense account; Preparation of trading account, profit & loss account and balance sheet; Adjustment entries; Closing entries.	
5	Computerized Accounting & Contemporary Practices: Introduction to computerized accounting; Features of accounting software; Basics of Tally Prime & Applications; Voucher entries and reports; Digital payments and e-banking transactions; Introduction to AI applications in accounting and finance.	
Course Practical Requirements	1. Journal and ledger preparation exercises 2. Trial balance and final accounts preparation 3. Preparation of bank reconciliation statement 4. Depreciation calculation practice 5. Tally Prime practical applications 6. Case studies on digital accounting systems	
Suggested Reference Books	(1). S.N. Maheshwari & S.K. Maheshwari – <i>Financial Accounting</i>, Latest Edition, Vikas Publishing House. (2). T.S. Grewal – <i>Double Entry Book Keeping</i>, Latest Edition, Sultan Chand & Sons. (3). R.L. Gupta & V.K. Gupta – <i>Financial Accounting</i>, Latest Edition, Sultan Chand & Sons.	

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	(4). M.C. Shukla & T.S. Grewal – <i>Advanced Accounts</i>, Latest Edition, S. Chand Publishing. (5). Jain & Narang – <i>Financial Accounting</i>, Latest Edition, Kalyani Publishers. (6). K.K. Nadhani – <i>Computerized Accounting Using TallyPrime</i>, Latest Edition, BPB Publications.
Suggested Online Learning Platforms	• SWAYAM – https://swayam.gov.in • NPTEL – https://nptel.ac.in • e-PG Pathshala – https://epgp.inflibnet.ac.in • National Digital Library of India – https://ndl.iitkgp.ac.in • DIKSHA – https://diksha.gov.in

BBA Syllabus: 2026-27 Onwards		
Program Class: Degree	Year: First	Semester: First
Course Code: F020104T	Course Title: Business Statistics & Analytical Tools	Credits: 3
Course Outcomes: Upon successful completion of the course, students will be able to:		
CO1: Understand the concepts and importance of statistics in business decision-making.		
CO2: Organize, classify, and present business data using statistical techniques and Excel tools		
CO3: Calculate and interpret measures of central tendency and dispersion using Excel.		
CO4: Apply correlation and regression techniques for business analysis and forecasting.		
CO5: Use Excel tools for data analysis, visualization, and business reporting.		
CO6: Understand the applications of AI-assisted tools in business data analysis and decision-making.		
Units	Topics	
1	Introduction to Business Statistics & Analytical Tools: Meaning, nature and importance of statistics; Types of data; Collection, classification and tabulation of data; Frequency distribution; Applications of statistics in business; Introduction to spreadsheet tools with reference to Microsoft Excel; Data entry, worksheet management and basic spreadsheet operations.	
2	Data Presentation & Measures of Central Tendency : Diagrammatic and graphical presentation of data – bar diagram, pie chart, histogram and frequency polygon; Measures of central tendency – Mean, Median and Mode; Business applications of averages; Statistical calculations and chart preparation using Microsoft Excel.	
3	Measures of Dispersion & Correlation: Measures of dispersion – Range, Quartile Deviation, Mean Deviation and Standard Deviation; Coefficient of Variation; Meaning and types of correlation; Karl Pearson's Coefficient of Correlation; Data interpretation and statistical analysis using Microsoft Excel.	
4	Regression & Business Forecasting: Meaning and significance of regression; Simple regression analysis; Regression equations; Trend analysis; Business forecasting techniques; Applications of regression and forecasting in business decision-making using Microsoft Excel.	
5	Business Data Analysis using Excel & AI Tools: Excel formulas and functions; Data sorting and filtering; Conditional formatting; Pivot Tables and Pivot Charts; Business dashboards and reporting; Introduction to AI-assisted data analysis, visualization and reporting tools.	

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Course Practical Requirements	(1). Data collection, classification and tabulation exercises. (2). Preparation of charts and graphs using Microsoft Excel. (3). Statistical calculations using business datasets. (4). Computation of measures of central tendency and dispersion using Excel. (5). Correlation and regression analysis exercises. (6). Trend analysis and forecasting exercises. (7). Preparation of Pivot Tables and Pivot Charts. (8). Creation of simple business dashboards. (9). Business reporting using spreadsheet tools. (10). Demonstration of AI-assisted data interpretation and reporting tools.
Suggested Reference Books	(1). Gupta, S.P. – Statistical Methods, Sultan Chand & Sons. (2). Sharma, J.K. – Business Statistics, Pearson Education. (3). Levin, Richard I. & Rubin, David S. – Statistics for Management, Pearson Education. (4). Gupta, S.C. & Kapoor, V.K. – Fundamentals of Applied Statistics, Sultan Chand & Sons. (5). Black, Ken – Business Statistics: For Contemporary Decision Making, Wiley India. (6). Das, N.G. – Statistical Methods, McGraw Hill Education. (7). Walkenbach, John – Microsoft Excel Bible, Wiley. (8). Evans, James R. – Business Analytics, Pearson.
Suggested Online Learning Platforms	(1). SWAYAM – https://swayam.gov.in (2). NPTEL – https://nptel.ac.in (3). National Digital Library of India (NDLI) – https://ndli.iitkgp.ac.in (4). e-PG Pathshala – https://epgp.inflibnet.ac.in (5). FutureSkills Prime – https://futureskillsprime.in (6). Microsoft Learn – https://learn.microsoft.com (7). Google Sheets Training – https://support.google.com/a/users

BBA Syllabus: 2026-27 Onwards		
Program Class: Degree	Year: First	Semester: Second
Course Code: F020205T	Course Title: Digital Productivity & AI Tools	Credits: 2
Course Outcomes: Upon successful completion of the course, students will be able to:		
CO1: Understand digital workplace practices and professional communication requirements in modern business environments.		
CO2: Use digital tools for workplace organization, task management and productivity enhancement		
CO3: Develop business presentations, professional profiles and visual communication materials using digital platforms.		
CO4: Apply collaboration and virtual workplace tools for team coordination and remote work.		
CO5: Utilize AI-assisted tools for communication, content creation and workplace productivity		
CO6: Demonstrate ethical, secure and responsible use of digital and AI technologies in business organizations.		
Units	Topics	
1	Digital Workplace & Professional Communication: Digital workplace concepts and evolving nature of work; Professional communication in organizations; Business email writing and email etiquette; Virtual communication and workplace conduct; Digital professionalism; Cyber safety and responsible technology use.	
2	Digital Organization & Productivity Tools: Digital file and information management;	

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	Cloud storage and document sharing; Digital scheduling and calendar management; Task and workflow management; Workplace productivity and time management practices.
3	Business Presentation & Professional Presence: Business presentation design principles; Visual communication and infographic creation; Resume and professional profile development; LinkedIn and professional networking basics; Personal branding and professional visibility.
4	Collaboration & Virtual Workplace Practices: Virtual meetings and online meeting etiquette; Team collaboration and communication; Cloud-based file sharing and collaborative working; Remote workplace coordination; Digital project and team management practices.
5	AI Tools for Business Productivity: Introduction to Artificial Intelligence and Generative AI; Prompt writing fundamentals; AI-assisted communication and content creation; AI tools for presentations, summaries and workplace tasks; Ethical, responsible and effective use of AI in business environments.
Course Practical Requirements	(1). Professional email writing exercises. (2). Digital file management and cloud storage activities using Google Drive or OneDrive. (3). Digital scheduling and task management exercises using Google Calendar, Trello or Notion. (4). Business presentation and infographic creation using PowerPoint or Canva. (5). Resume preparation and LinkedIn profile development. (6). Virtual meeting and collaboration activities using Google Meet, Microsoft Teams or Zoom. (7). Team-based digital collaboration exercises. (8). AI-assisted content creation and summarization activities. (9). AI-assisted presentation and report preparation. (10). Workplace productivity exercises using digital and AI tools.
Suggested Reference Books	(1). Bovee, C.L. & Thill, J.V. – <i>Business Communication Today</i>, Pearson. (2). Guffey, M.E. & Loewy, D. – <i>Essentials of Business Communication</i>, Cengage. (3). Alexis Leon & Mathews Leon – <i>Fundamentals of Information Technology</i>, Vikas Publishing House. (4). Joan Lambert – <i>Microsoft Office 365 Step by Step</i>, Microsoft Press. (5). Ethan Mollick – <i>Co-Intelligence: Living and Working with AI</i>. (6). Bernard Marr – <i>Generative AI in Practice</i>.
Suggested Online Learning Platforms	(1). SWAYAM – https://swayam.gov.in (2). NPTEL – https://nptel.ac.in (3). National Digital Library of India (NDLI) – https://ndl.iitkgp.ac.in (4). e-PG Pathshala – https://epgp.inflibnet.ac.in (5). DIKSHA – https://diksha.gov.in (6). FutureSkills Prime – https://futureskillsprime.in (7). Microsoft Learn – https://learn.microsoft.com (8). LinkedIn Learning – https://www.linkedin.com/learning

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BBA 2nd Semester

BBA Syllabus: 2026-27 Onwards		
Program Class: Degree	Year: First	Semester: Second
Course Code: F020201T	Course Title: Python Programming	Credits: 3
Course Outcomes: Upon successful completion of the course, students will be able to:		
CO1: Explain the fundamentals of Python programming and computational thinking. CO2: Develop programs using decision-making, looping, functions, and data structures. CO3: Apply file handling and exception handling techniques for business data processing. CO4: Design solutions using object-oriented programming concepts. CO5: Create business-oriented applications for automation and reporting.		
Units	Topics	
1	Introduction to Python Programming: Introduction to programming and computational thinking; Python environment and development tools; variables, constants, data types, operators, expressions, input-output functions, type conversion, and basic program development.	
2	Decision Making and Iteration : Conditional statements, nested decision structures, logical operators, looping constructs, for loop, while loop, loop control statements, and applications in business process automation.	
3	Functions and Data Structures: Functions, parameter passing, return values, lambda expressions, recursion, lists, tuples, dictionaries, sets, and their applications in managing business information.	
4	File Handling and Object-Oriented Programming: File operations, exception handling, classes, objects, constructors, inheritance, encapsulation, and polymorphism for developing reusable business applications.	
5	Business Applications of Python: Working with CSV files, business data processing, automation of routine business tasks, report generation, introduction to data visualization, and Python applications in business decision support.	
Course Practical Requirements	1. Installation and configuration of Python development environment. 2. Development of arithmetic and business calculator programs. 3. GST, payroll, and salary computation applications. 4. Student grading and attendance management systems. 5. Sales commission and employee incentive calculators. 6. Programs using loops for business reporting and analysis. 7. Customer database management using lists and dictionaries. 8. Inventory management application. 9. Employee record management system using file handling. 10. Banking transaction and account management application. 11. Student information management system using classes and objects. 12. Business report generation using CSV files. 13. Data processing and summary report preparation. 14. Basic data visualization and chart generation. 15. Mini Project: Development of a business-oriented application such as Payroll Management, Sales Analysis, Customer Management, Inventory	

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	Control, or Attendance Management System.
Suggested Reference Books	1. Matthes, Eric. <i>Python Crash Course</i>. No Starch Press. 2. Severance, Charles R. <i>Python for Everybody</i>. University of Michigan. 3. Sweigart, Al. <i>Automate the Boring Stuff with Python</i>. No Starch Press. 4. Downey, Allen B. <i>Think Python: How to Think Like a Computer Scientist</i>. 5. Lambert, Kenneth A. <i>Fundamentals of Python: First Programs</i>. 6. Gutttag, John V. <i>Introduction to Computation and Programming Using Python</i>.
Suggested Online Learning Platforms	1. Python for Everybody Specialization – Coursera. 2. Python Essentials 1 & 2 – Cisco Networking Academy. 3. Introduction to Python Programming – edX. 4. Python Basics for Data Science – IBM SkillsBuild. 5. Python Tutorial – W3Schools. 6. Python Documentation – Python Software Foundation. 7. Kaggle Learn: Python. 8. Google's Python Class.

BBA Syllabus: 2026-27 Onwards		
Program Class: Degree	Year: First	Semester: Second
Course Code: F020202T	Course Title: Business Finance	Credits: 4
Course Outcomes: Upon successful completion of the course, students will be able to:		
CO1: Explain the concepts, objectives and importance of business finance in organizational decision-making.		
CO2: Evaluate investment decisions using capital budgeting techniques and risk-return concepts.		
CO3: Analyze financing decisions through cost of capital, capital structure and leverage concepts.		
CO4: Examine dividend decisions and working capital management practices in organizations.		
CO5: Understand the functioning of financial markets, financial institutions and digital financial systems.		
CO6: Assess emerging trends in finance including FinTech, blockchain, artificial intelligence and digital financial services		
Units	Topics	
1	Introduction of Business Finance Meaning, nature, scope and objectives of business finance; Financial goals of business organizations; Profit Vs. Wealth Maximization concept; Role and functions of finance manager; Time Value of Money—concept and significance; Risk and Return Relationship; Sources of business finance—equity shares, preference shares, retained earnings, debentures and bank finance; Factors influencing financing decisions.	
2	Investment Decisions and Capital Budgeting Meaning and significance of investment decisions; Capital budgeting—concept, objectives and process; Capital budgeting techniques—Payback Period Method, Net Present Value (NPV) Method and Internal Rate of Return (IRR) Method; Risk and return considerations in investment decisions.	
3	Financing Decisions, Cost of Capital and Capital Structure	

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	Meaning and significance of financing decisions; Cost of capital—concept and significance; Cost of equity, preference share capital, debt and retained earnings—concepts and significance; Weighted Average Cost of Capital (WACC)—concept; Introduction to CAPM and Beta as measures of risk and expected return; Capital structure—concept and factors affecting capital structure; Operating Leverage and Financial Leverage.
4	Dividend Decisions, Cash Flow and Working Capital Management Meaning and significance of dividend decisions; Introduction of Cash Flow and Fund Flow; Concept and importance of working capital; Approaches to working capital management; Cash management; Inventory management; Receivables management; Liquidity and profitability considerations.
5	Financial Markets, FinTech and Future of Finance Indian Financial System; Financial institutions and financial intermediaries; Role of RBI and SEBI—overview; Money Market and Capital Market; Stock exchanges and securities; Digital payment ecosystem; FinTech innovations and digital financial services; Blockchain technology and its applications in finance; Artificial Intelligence in finance; Emerging trends in financial services.
Course Practical Requirements	(1). Analysis of sources of finance for different business situations. (2). Preparation of simple financial plans and business budgets. (3). Capital budgeting exercises using Payback Period, NPV and IRR methods. (4). Interpretation of risk-return situations and CAPM concepts. (5). Exercises on cost of capital and leverage analysis. (6). Analysis of dividend decisions through business case studies. (7). Working capital estimation and cash budgeting exercises. (8). Study of stock market indices and listed companies. (9). Demonstration and analysis of digital payment systems and FinTech applications. (10). Case studies on blockchain, artificial intelligence and digital transformation in finance.
Suggested Reference Books	(1). Pandey, I.M. – <i>Financial Management</i> , Pearson Education. (2). Chandra, Prasanna – <i>Financial Management</i> , McGraw Hill Education. (3). Khan, M.Y. & Jain, P.K. – <i>Financial Management</i> , McGraw Hill Education. (4). Rustagi, R.P. – <i>Financial Management</i> , Taxmann Publications. (5). Maheshwari, S.N. – <i>Financial Management</i> , Sultan Chand & Sons. (6). Gupta, Shashi K. & Sharma, R.K. – <i>Financial Management</i> , Kalyani Publishers.
Suggested Online Learning Platforms	• SWAYAM – https://swayam.gov.in • NPTEL – https://nptel.ac.in • e-PG Pathshala – https://epgp.inflibnet.ac.in • National Digital Library of India – https://ndl.iitkgp.ac.in • DIKSHA – https://diksha.gov.in

BBA Syllabus: 2026-27 Onwards		
Program Class: Degree	Year: First	Semester: Second
Course Code: F020203T	Course Title: Marketing Management and Digital Marketing	Credits: 3

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Course Outcomes: Upon successful completion of the course, students will be able to:	
CO1: Explain the concepts, functions and significance of marketing in business organizations.	
CO2: Apply market segmentation, targeting and positioning strategies for effective market development.	
CO3: Analyze product, pricing, distribution and promotion decisions in marketing management.	
CO4: Understand the role of digital marketing tools and platforms in customer acquisition and engagement.	
CO5: Evaluate customer relationship management practices and marketing performance indicators.	
CO6: Examine emerging trends in marketing including AI, omnichannel marketing and digital business models.	
Units	Topics
1	Introduction of Marketing Management Meaning, nature, scope and importance of marketing; Evolution of marketing concepts; Functions of marketing; Marketing environment—micro and macro environment; Customer value creation; Contemporary marketing challenges and opportunities; Role of marketing in business growth and competitive advantage.
2	Marketing Strategy Market segmentation—concept, importance and bases of segmentation; Target market selection; Positioning strategies; Marketing planning process; Creating customer value.
3	Marketing Mix and its Decisions Product decisions; Product Life Cycle (PLC); Branding, packaging and labeling; Pricing decisions and pricing strategies; Distribution channel decisions; Promotion mix decisions; Introduction to services marketing.
4	Digital Marketing Digital marketing concepts and ecosystem; Search Engine Marketing (SEM); Social Media Marketing (SMM); Content Marketing; Influencer Marketing; Email Marketing; Mobile Marketing; Role of digital platforms in customer acquisition, engagement and brand building.
5	Customer Relationship Management and Emerging Trends Customer Relationship Management (CRM)—concept and importance; Customer experience management; Marketing metrics and Key Performance Indicators (KPIs); Artificial Intelligence (AI) applications in marketing; Omnichannel marketing; Emerging trends in marketing and digital business.
Course Practical Requirements	(1). Analysis of marketing strategies of leading brands. (2). Market segmentation and target market identification exercises. (3). Product positioning and value proposition development. (4). Designing marketing mix strategies for selected products and services. (5). Development of social media marketing campaigns. (6). Creation of digital content and promotional plans. (7). Study of CRM practices adopted by organizations. (8). Analysis of marketing metrics and campaign performance indicators. (9). Case studies on AI applications in marketing and customer engagement. (10). Group project on digital marketing strategy for a startup or local business.
Suggested Reference Books	(1). Kotler, Philip, Keller, Kevin Lane & Chernev, Alexander – <i>Marketing Management</i> , Pearson Education. (2). Ramaswamy, V.S. & Namakumari, S. – <i>Marketing Management: Indian Context</i> , McGraw Hill Education. (3). Saxena, Rajan – <i>Marketing Management</i> , McGraw Hill Education. (4). Karunakaran, K. – <i>Marketing Management</i> , Himalaya Publishing House.

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	(5). Chaffey, Dave & Ellis-Chadwick, Fiona – <i>Digital Marketing</i> , Pearson Education. (6). Ryan, Damian – <i>Understanding Digital Marketing</i> , Kogan Page.
Suggested Online Learning Platforms	• SWAYAM – https://swayam.gov.in • NPTEL – https://nptel.ac.in • e-PG Pathshala – https://epgp.inflibnet.ac.in • National Digital Library of India – https://ndl.iitkgp.ac.in • DIKSHA – https://diksha.gov.in

BBA Syllabus: 2026-27 Onwards		
Program Class: Degree	Year: First	Semester: Second
Course Code: F020204T	Course Title: HUMAN RESOURCE MANAGEMENT	Credits: 3
Course Outcomes: Upon successful completion of the course, students will be able to:		
CO1: Explain the concepts, functions and strategic role of Human Resource Management in organizations.		
CO2: Apply workforce planning, recruitment, selection and employee development concepts in organizational contexts.		
CO3: Analyze performance management, compensation, employee engagement and employee relations practices.		
CO4: Understand the role of digital technologies and AI applications in modern HR management.		
CO5: Interpret basic HR metrics and evaluate employee experience initiatives.		
CO6: Examine emerging workforce trends and their implications for human resource management.		
Units	Topics	
1	Introduction of Human Resource Management Meaning, nature, scope and objectives of Human Resource Management; Evolution from Personnel Management to Strategic Human Resource Management; Functions and significance of HRM; Role and competencies of HR professionals; Human Capital as a strategic organizational resource; HR challenges in contemporary organizations; Introduction of HRD.	
2	Talent Acquisition and Employee Development Human Resource Planning; Job Analysis, Job Description and Job Specification; Recruitment and Selection Process; Employee Induction and Onboarding; Employee Learning, Development and Talent Management.	
3	Managing Employee Performance and Rewards Performance Management System and its significance; Performance Appraisal Methods; Compensation and Benefits; Employee Recognition, Engagement and Retention; Employee Relations and Grievance Handling; Employee Welfare and Work-Life Balance.	
4	Digital HR and AI Applications Digital Transformation in Human Resource Management; Human Resource Information Systems (HRIS); Employee Self-Service Systems and Digital HR Platforms; AI Applications in Recruitment, Learning and Performance Management; Remote and Hybrid Workforce Management; Ethical Issues in AI-enabled HR Practices.	
5	Employee Experience, Workforce Analytics and Future Workforce Employee Experience and Employee Lifecycle; factors influencing employee experience and organizational effectiveness; Introduction to HR Metrics and	

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	Workforce Analytics; role of workforce data in managerial decision-making; Basic HR Metrics—employee turnover, retention, time-to-hire and employee satisfaction; Diversity, Equity and Inclusion (DEI) and inclusive workplace practices; Emerging Workforce Models—gig workforce, remote work, hybrid work and flexible employment arrangements; Future of Work—impact of AI, automation and emerging technologies on workforce management, reskilling and continuous learning.
Course Practical Requirements	(1). Preparation of Job Descriptions and Job Specifications for different organizational roles. (2). Recruitment, selection and interview simulation exercises. (3). Employee induction and onboarding plan preparation. (4). Training need identification and employee development planning. (5). Performance appraisal and employee engagement case analysis. (6). Grievance handling and workplace conflict resolution case studies. (7). Exposure to HRIS and AI-enabled HR applications through demonstrations and case discussions. (8). Interpretation of basic HR metrics and workforce reports. (9). Study and presentation of contemporary HR practices adopted by organizations.
Suggested Reference Books	(1). Dessler, Gary – <i>Human Resource Management</i> , Pearson Education. (2). Aswathappa, K. – <i>Human Resource Management</i> , McGraw Hill Education. (3). Rao, P. Subba – <i>Personnel and Human Resource Management</i> , Himalaya Publishing House. (4). Gupta, C.B. – <i>Human Resource Management</i> , Sultan Chand & Sons. (5). Rao, V.S.P. – <i>Human Resource Management</i> , Taxmann Publications. (6). Pattanayak, Biswajeet – <i>Human Resource Management</i> , PHI Learning.
Suggested Online Learning Platforms	• SWAYAM – https://swayam.gov.in • NPTEL – https://nptel.ac.in • e-PG Pathshala – https://epgp.inflibnet.ac.in • National Digital Library of India – https://ndl.iitkgp.ac.in • DIKSHA – https://diksha.gov.in

BBA Syllabus: 2026-27 Onwards		
Program Class: Degree	Year: First	Semester: Second
Course Code: F020205T	Course Title: Data Visualization using Power BI	Credits: 2
Course Outcomes: Upon successful completion of the course, students will be able to:		
CO1: Understand the role of Power BI in business intelligence and data-driven decision-making. CO2: Acquire, transform, and model business data from multiple sources using Power BI. CO3: Develop interactive visualizations and analytical reports for business analysis. CO4: Apply DAX functions and analytical techniques for performance measurement and reporting. CO5: Design, publish, and manage business intelligence dashboards and decision-support solutions using Power BI.		
Units	Topics	
1	Unit I: Introduction to Business Intelligence and Power BI Business intelligence concepts and applications; role of data visualization in organizations; Power BI ecosystem and architecture; Power BI Desktop, Power BI	

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2	Service, and Power BI Mobile; data sources and connectivity; importing data from spreadsheets, databases, web sources, and cloud platforms; overview of the business intelligence process. Unit II: Data Transformation and Data Modeling Data preparation using Power Query Editor; data cleaning and transformation; data integration from multiple sources; data relationships; star schema and data modeling concepts; calculated columns and measures; data management for business intelligence applications. Unit III: Visual Analytics and Report Design Designing analytical reports using Power BI visuals; tables, matrices, cards, KPIs, slicers, gauges, maps, and charts; report formatting and customization; interactive filtering; drill-down and drill-through analysis; visual analytics for business reporting and performance monitoring. Unit IV: DAX and Analytical Reporting Introduction to Data Analysis Expressions (DAX); calculated columns, measures, and aggregations; time intelligence functions; variance analysis; trend analysis; business performance measurement; analytical reporting and decision support using DAX. Unit V: Dashboard Publishing, Collaboration and Decision Support Dashboard design principles; publishing reports to Power BI Service; dashboard sharing and collaboration; workspace management; scheduled data refresh; mobile dashboards; executive dashboards; sales, marketing, finance, human resource, and operations dashboards; real-time business monitoring; decision-support systems; governance, security, and ethical use of business data.
Course Practical Requirements	1. Installation and configuration of Microsoft Power BI Desktop. 2. Connecting Power BI with Excel, CSV, databases, and web data sources. 3. Data cleaning and transformation using Power Query Editor. 4. Creating relationships among multiple datasets. 5. Developing data models using star schema concepts. 6. Building calculated columns and measures. 7. Creating tables, charts, maps, KPIs, and slicers. 8. Designing interactive business reports. 9. Developing sales analytics dashboards. 10. Creating customer and marketing analytics reports. 11. Developing financial performance dashboards. 12. Designing human resource analytics dashboards. 13. Applying DAX functions for analytical reporting. 14. Publishing and sharing reports using Power BI Service. 15. Capstone Project: Development of a comprehensive business intelligence dashboard using real-world organizational data.
Suggested Reference Books	1. Ferrari, Alberto & Russo, Marco. <i>Introducing Microsoft Power BI</i>. 2. Powell, Brett. <i>Mastering Microsoft Power BI</i>. 3. Ferrari, Alberto & Russo, Marco. <i>The Definitive Guide to DAX</i>. 4. Knight, Brian, Knight, Devin & Pearson, Mitchell. <i>Microsoft Power BI Performance Best Practices</i>. 5. Eckerson, Wayne. <i>Performance Dashboards: Measuring, Monitoring, and</i>

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	<i>Managing Your Business.</i> 6. Few, Stephen. <i>Information Dashboard Design.</i>
Suggested Online Learning Platforms	1. Microsoft Learn – Power BI Learning Path. 2. Microsoft Power BI Documentation and Tutorials. 3. Analyzing and Visualizing Data with Power BI – Coursera. 4. Power BI for Business Intelligence – Coursera. 5. Data Visualization and Dashboards with Power BI – edX. 6. Power BI A–Z: Hands-on Power BI Training – Udemy. 7. Enterprise DNA Power BI Learning Resources. 8. Power BI Community and Microsoft Fabric Resources.

BBA 3rd Semester

BBA Syllabus: 2026-27 Onwards		
Program Class: Degree	Year: Second	Semester: Third
Course Code: F020201T	Course Title: Cost Accounting	Credits: 4
Course Outcomes: Upon successful completion of the course, students will be able to:		
CO1: Understand the concepts, objectives and significance of Cost Accounting and Management Accounting.		
CO2: Classify and analyze various elements of cost in business organizations		
CO3: Apply different costing methods and techniques for cost determination and control		
CO4: Utilize cost information for managerial planning and decision-making.		
CO5: Prepare budgets and evaluate business performance using management accounting tools.		
CO6: Understand the role of management reporting and technology in contemporary accounting practices.		
Units	Topics	
1	Introduction to Cost and Management Accounting: Meaning, Nature and Scope of Cost Accounting and Management Accounting; Objectives and Importance of Cost Accounting; Relationship between Financial Accounting, Cost Accounting and Management Accounting; Cost Concepts and Cost Classification; Preparation of Cost Sheet.	
2	Elements of Cost: Material Cost, Labour Cost and Overheads; Classification of Materials and Labour; Overhead Classification; Cost Allocation and Cost Apportionment; Cost Control and Cost Reduction.	
3	Methods of Costing: Job Costing, Process Costing and Service Costing—Meaning, Features and Applications; Use of Costing Methods in Manufacturing and Service Organizations.	
4	Cost Analysis and Budgeting: Marginal Costing and Absorption Costing; Cost-Volume-Profit (CVP) Analysis; Break-Even Analysis; Budgeting and Budgetary Control; Types of Budgets and their significance in business planning.	
5	Management Accounting and Contemporary Practices: Management Accounting for Decision-Making; Responsibility Accounting; Management Reporting Systems; Performance Reporting; Technology Applications in Accounting; AI-assisted	

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	Reporting and Decision Support.
Course Practical Requirements	(1). Preparation of Cost Sheets using business data. (2). Classification and analysis of material, labour and overhead costs. (3). Cost allocation and apportionment exercises. (4). Preparation of Job Costing and Process Costing statements. (5). Break-Even Analysis and CVP Analysis exercises. (6). Preparation of budgets and budgetary control reports. (7). Interpretation of management reports. (8). Spreadsheet-based accounting and reporting exercises. (9). Demonstration of AI-assisted accounting and reporting tools. (10). Case studies on managerial decision-making using cost information.
Suggested Reference Books	(1). M.N. Arora – <i>Cost and Management Accounting</i> (Himalaya Publishing House) (2). S.N. Maheshwari & S.K. Maheshwari – <i>Management Accounting and Financial Control</i> (Vikas Publishing House) (3). Khan & Jain – <i>Management Accounting</i> (McGraw Hill Education) (4). Jawahar Lal – <i>Cost Accounting</i> (McGraw Hill Education) (5). Reddy & Murthy – <i>Management Accounting</i> (Margham Publications) (6). Charles T. Horngren, Srikant Datar & Madhav Rajan – <i>Cost Accounting: A Managerial Emphasis</i> (Pearson Education)
Suggested Online Learning Platforms	• SWAYAM – https://swayam.gov.in • NPTEL – https://nptel.ac.in • e-PG Pathshala – https://epgp.inflibnet.ac.in • National Digital Library of India – https://ndl.iitkgp.ac.in • DIKSHA – https://diksha.gov.in

BBA Syllabus: 2026-27 Onwards		
Program Class: Degree	Year: Second	Semester: Third
Course Code: F020302T	Course Title: Global Business Environment	Credits: 3
Course Outcomes: Upon successful completion of the course, students will be able to:		
CO1: Explain the nature, scope and significance of the global business environment.		
CO2: Analyze the economic, political, legal and socio-cultural factors influencing international business.		
CO3: Evaluate the impact of globalization, regional economic integration and international institutions on business.		
CO4: Examine India's role in the global economy and international trade.		
CO5: Assess contemporary global business challenges including sustainability, ESG and digital transformation		
CO6: Identify global business opportunities and strategic responses to a changing international environment.		
Units	Topics	
1	Introduction to Global Business Environment: Meaning, nature and scope of global business environment; Globalization and internationalization of business; Drivers of globalization; Global business opportunities and challenges; Environmental scanning and analysis in international business.	
2	Economic Environment of Global Business: International trade and economic cooperation; Foreign Direct Investment (FDI) and	

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	Foreign Portfolio Investment (FPI); Balance of Trade and Balance of Payments; Exchange rate systems and currency fluctuations; International economic organizations – IMF, World Bank and WTO.
3	Political, Legal and Socio-Cultural Environment: Political systems and business implications; Political risk in international business; International legal environment; Intellectual Property Rights (IPR); Cultural environment and cross-cultural management; Business etiquette and cultural diversity in global markets.
4	Regional Economic Integration and Global Trade Blocs: Regional economic integration – concept and importance; European Union (EU); ASEAN; BRICS; SAARC; Regional Comprehensive Economic Partnership (RCEP); Trade agreements and their impact on business; India's participation in regional and global trade initiatives.
5	Emerging Trends in Global Business: Digital transformation and global business; E-commerce and cross-border business; Sustainability and ESG in global business; Global supply chains and resilience; Geopolitical developments and business risk; Future trends in international business.
Course Practical Requirements	(1). Analysis of international business cases. (2). Country environment analysis using PESTLE framework. (3). Study of WTO, IMF and World Bank initiatives. (4). Comparative analysis of major global economies. (5). Analysis of FDI trends in India. (6). Case studies on multinational corporations. (7). Study of regional trade blocs and their business impact. (8). Cross-cultural management and business etiquette exercises. (9). Analysis of global supply chain disruptions and responses. (10). Presentation on emerging global business trends and ESG practices.
Suggested Reference Books	(1). Francis Cherunilam – <i>International Business: Text and Cases</i>, PHI Learning. (2). P. Subba Rao – <i>International Business</i>, Himalaya Publishing House. (3). Charles W.L. Hill & Arun Kumar Jain – <i>International Business</i>, McGraw Hill. (4). Daniels, Radebaugh & Sullivan – <i>International Business: Environment and Operations</i>, Pearson. (5). Justin Paul – <i>International Business</i>, McGraw Hill. (6). John D. Daniels et al. – <i>International Business</i>, Pearson. (7). WTO, World Bank and IMF Reports (latest editions).
Suggested Online Learning Platforms	(1). SWAYAM – https://swayam.gov.in (2). NPTEL – https://nptel.ac.in (3). National Digital Library of India (NDLI) – https://ndl.iitkgp.ac.in (4). e-PG Pathshala – https://epgp.inflibnet.ac.in (5). World Trade Organization (WTO) – https://www.wto.org (6). World Bank – https://www.worldbank.org (7). International Monetary Fund (IMF) – https://www.imf.org (8). UNCTAD – https://unctad.org (9). Invest India – https://www.investindia.gov.in (10). Ministry of Commerce & Industry – https://www.commerce.gov.in

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BBA Syllabus: 2026-27 Onwards		
Program Class: Degree	Year: Second	Semester: Third
Course Code: F020303T	Course Title: Introduction to Data Analytics for Business	Credits: 3
Course Outcomes: Upon successful completion of the course, students will be able to:		
CO1: Understand the concepts, importance and applications of data analytics in business decision-making.		
CO2: Identify various types, sources and characteristics of business data.		
CO3: Apply analytical thinking and business metrics for performance evaluation.		
CO4: Understand the role of analytics in different functional areas of business.		
CO5: Analyze business situations using data-driven approaches and decision-support concepts		
CO6: Utilize AI-assisted analytical tools ethically for business insights and reporting.		
Units	Topics	
1	Foundations of Data Analytics: Meaning and importance of data analytics; Data, information and business insights; Role of analytics in business decision-making; Data-driven organizations; Types of analytics—Descriptive, Diagnostic, Predictive and Prescriptive Analytics; Business value of analytics; Applications of analytics in Marketing, Finance, Human Resource Management and Operations.	
2	Business Data and Data Management: Meaning and characteristics of business data; Types of business data—Structured, Semi-structured and Unstructured; Internal and external sources of business data; Data quality and data governance; Data preparation concepts; Data privacy, security and ethical use of business data; Challenges in managing business data.	
3	Data Analysis and Business Performance Measurement: Business metrics and Key Performance Indicators (KPIs); Data summarization and interpretation; Trend analysis and comparative analysis; Customer performance metrics; Sales and revenue performance metrics; Operational performance indicators; Financial performance indicators; Business reporting and communication of insights; Introduction to spreadsheet-based analytical applications	
4	Analytics for Business Decision-Making- Role of analytics in managerial decision-making; Decision support systems and business decisions; Marketing analytics concepts; Customer and market analysis; Financial analytics concepts; Human Resource analytics concepts; Operations analytics concepts; Business problem-solving through analytics; Industry applications of data analytics.	
5	AI and Emerging Trends in Business Analytics- Artificial Intelligence and Business Analytics; AI-assisted data analysis and reporting; Business applications of Generative AI; AI tools for business insights and decision support; Predictive business intelligence concepts; Ethical and responsible use of AI in analytics; Emerging trends in data analytics and future business applications.	
Course Practical Requirements	(1). Identification and classification of business data sources. (2). Analysis of business cases using data-driven decision-making approaches. (3). KPI identification and performance measurement exercises. (4). Analysis of customer, sales and operational performance indicators. (5). Business reporting and interpretation of analytical findings. (6). Functional analytics case studies in Marketing, Finance, HR and Operations. (7). AI-assisted business insight generation exercises. (8). Mini business analytics project using real or secondary business data.	
Suggested Tools	1. Microsoft Excel / Google Sheets 2. ChatGPT	

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	3. Gemini 4. Microsoft Copilot 5. Perplexity AI 6. Google Looker Studio (Demonstration) 7.  Power BI (Awareness Level)
Suggested Reference Books	(1). Wayne L. Winston – <i>Data Analysis and Business Modeling</i> (Microsoft Press) (2). James R. Evans – <i>Business Analytics</i> (Pearson Education) (3). Camm, Cochran, Fry & Ohlmann – <i>Business Analytics</i> (Cengage Learning) (4). Albright & Winston – <i>Business Analytics: Data Analysis and Decision Making</i> (Cengage Learning) (5). Ramesh Sharda, Dursun Delen & Efraim Turban – <i>Business Intelligence, Analytics and Data Science</i> (Pearson Education) (6). David Loshin – <i>Business Intelligence: The Savvy Manager's Guide</i> (Morgan Kaufmann)
Suggested Online Learning Platforms	1. SWAYAM 2. NPTEL 3. National Digital Library of India (NDLI) 4. e-PG Pathshala 5. Microsoft Learn 6. Google Looker Studio Learning Center 7. IBM SkillsBuild 8.  Google Cloud Skills Boost

BBA Syllabus: 2026-27 Onwards		
Program Class: Degree	Year: Second	Semester: Third
Course Code: F020304T	Course Title: Business Laws & Ethics	Credits: 2
Course Outcomes: Upon successful completion of the course, students will be able to:		
CO1: Understand the legal framework governing business transactions and commercial activities.		
CO2: Apply the principles of contract law and consumer protection in business situations		
CO3: Explain the legal aspects of different forms of business organizations and corporate governance		
CO4: Examine ethical issues and responsibilities in business decision-making		
CO5: Understand legal and regulatory challenges associated with digital business and emerging technologies.		
CO6: Evaluate contemporary legal and ethical issues affecting business organizations.		
Units	Topics	
1	Business Contracts and Commercial Agreements: Nature and sources of Business Law; Indian Contract Act, 1872—Essentials of a Valid Contract, Offer and Acceptance, Consideration, Capacity of Parties, Free Consent; Performance of Contracts; Breach of Contract and Remedies; Quasi Contracts; E-Contracts and Digital Agreements.	
2	Sale of Goods and Consumer Protection: Sale of Goods Act, 1930—Formation of Contract of Sale, Conditions and Warranties, Rights and Duties of Buyer and Seller, Unpaid Seller; Consumer Protection Act, 2019; Consumer Rights; Product Liability; Unfair Trade Practices; Consumer Dispute Redressal Mechanism.	
3	Business Organizations and Commercial Laws : Legal aspects of Sole Proprietorship,	

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	Partnership, Limited Liability Partnership (LLP) and Companies; Introduction to Companies Act, 2013; Corporate Governance Concepts; Directors and Corporate Responsibilities; Business Compliance and Regulatory Framework; MSME-related legal provisions.
4	Business Ethics, Corporate Responsibility and Intellectual Property : Concept and importance of Business Ethics; Ethical Decision-Making in Organizations; Corporate Social Responsibility (CSR); Stakeholder Responsibility; Intellectual Property Rights—Copyright, Trademark and Patent; Ethical issues in marketing, finance and human resources.
5	Digital Business Laws and Emerging Legal Issues : Information Technology Act, 2000 (Overview); Data Privacy and Data Protection; Cyber Security and Cyber Crimes; Legal and Ethical Issues in E-Commerce; Digital Payments and FinTech Regulations; Artificial Intelligence and Emerging Technology Challenges; Alternative Dispute Resolution (ADR)—Arbitration and Mediation.
Course Practical Requirements	1. Analysis of business contract cases. 2. Case studies on consumer protection disputes. 3. Study of corporate governance practices in leading companies. 4. Examination of CSR initiatives of Indian organizations. 5. Intellectual Property Rights case analysis. 6. Digital business and cyber law case studies. 7. Ethical dilemma discussions and role plays. 8. Legal compliance review of a business organization. 9. Analysis of AI-related ethical issues. 10. Group presentation on emerging legal challenges in business.
Suggested Reference Books	1. N.D. Kapoor – <i>Elements of Mercantile Law</i> (Sultan Chand & Sons) 2. M.C. Kuchhal & Vivek Kuchhal – <i>Business Law</i> (Vikas Publishing House) 3. P.C. Tulsian & Bharat Tulsian – <i>Business Law</i> (McGraw Hill Education) 4. C.S. V. Murthy – <i>Business Ethics and Corporate Governance</i> (Himalaya Publishing House) 5. Fernando A.C. – <i>Business Ethics and Corporate Governance</i> (Pearson Education) 6. Sharma, J.P. – <i>Corporate Governance, Business Ethics and CSR</i> (Ane Books) 7. Bare Act: Consumer Protection Act, 2019 8. Bare Act: Information Technology Act, 2000
Suggested Online Learning Platforms	(1). SWAYAM https://swayam.gov.in (2). NPTEL https://nptel.ac.in (3). National Digital Library of India (NDLI) https://ndl.iitkgp.ac.in (4). e-PG Pathshala https://epgp.inflibnet.ac.in (5). Harvard Online https://online.hbs.edu (6). Coursera https://www.coursera.org (7). Ministry of Corporate Affairs (MCA) https://www.mca.gov.in (8). Intellectual Property India https://ipindia.gov.in (9). Indian Kanoon https://indiankanoon.org

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BBA Syllabus: 2026-27 Onwards		
Program Class: Degree	Year: Second	Semester: Third
Course Code: F020305T	Course Title: R for Business Analytics	Credits: 3
Course Outcomes: Upon successful completion of the course, students will be able to:		
CO1: Understand the fundamentals of R programming and its applications in business analytics. CO2: Import, manage, clean, and transform business data using R. CO3: Apply statistical techniques using R for analyzing business and organizational data. CO4: Develop effective visualizations and analytical reports using R. CO5: Utilize R for business analytics, forecasting, and managerial decision support.		
Units	Topics	
1	Unit I: Fundamentals of R Programming Introduction to R and RStudio; applications of R in business analytics; data types, variables, operators, vectors, matrices, lists, factors, and data frames; built-in functions; packages and libraries; input-output operations; basic programming concepts and scripting in R.	
2	Unit II: Data Manipulation using R Data acquisition from spreadsheets, CSV files, and databases; importing and exporting datasets; data cleaning and preprocessing; handling missing values; sorting, filtering, aggregation, merging, and transformation of data; introduction to data manipulation using dplyr and related packages.	
3	Unit III: Statistical Analysis using R Descriptive statistics; measures of central tendency and dispersion; frequency distributions; correlation analysis; hypothesis testing concepts; summary statistics; interpretation of analytical outputs; applications of statistical analysis in business decision-making using R.	
4	Unit IV: Data Visualization using R Principles of business data visualization; creation of bar charts, histograms, pie charts, line charts, scatter plots, box plots, and trend charts; data visualization using ggplot2; analytical reporting; storytelling with data; visual presentation of business insights.	
5	Unit V: Business Analytics Applications using R Customer analytics; sales and marketing analytics; financial analytics; HR analytics; forecasting concepts; business performance analysis; introduction to predictive analytics using R; decision support applications and managerial reporting.	
Course Practical Requirements	1. Installation and configuration of R and RStudio. 2. Creation and manipulation of vectors, matrices, lists, and data frames. 3. Working with built-in functions and packages. 4. Importing and exporting business datasets. 5. Data cleaning and preprocessing exercises. 6. Handling missing values and data transformation. 7. Data sorting, filtering, aggregation, and merging. 8. Descriptive statistical analysis using R. 9. Correlation analysis and interpretation.	

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	10. Hypothesis testing using business datasets. 11. Creation of bar charts, histograms, pie charts, and line charts. 12. Data visualization using ggplot2. 13. Customer and sales analytics exercises. 14. Forecasting and trend analysis using business data. 15. Mini Project: Business analytics project using a real-world dataset and R-based analytical reporting.
Suggested Reference Books	1. Wickham, Hadley & Golemund, Garrett. <i>R for Data Science</i>. 2. Kabacoff, Robert I. <i>R in Action: Data Analysis and Graphics with R</i>. 3. Golemund, Garrett. <i>Hands-On Programming with R</i>. 4. Field, Andy, Miles, Jeremy & Field, Zoe. <i>Discovering Statistics Using R</i>. 5. Verzani, John. <i>Using R for Introductory Statistics</i>. 6. James, Gareth et al. <i>An Introduction to Statistical Learning with Applications in R</i>.
Suggested Online Learning Platforms	1. R Programming for Data Science – NPTEL. 2. Data Science with R – Coursera. 3. Introduction to R Programming – edX. 4. DataCamp Learning Path: R for Data Analysis. 5. R for Data Science – Hadley Wickham (Online Resource). 6. Kaggle Learn – Data Analysis and Visualization. 7. CRAN (Comprehensive R Archive Network) Documentation. 8. Posit (RStudio) Learning Resources.

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Forth Semester

BBA Syllabus: 2026-27 Onwards		
Program Class: Degree	Year: Second	Semester: Forth
Course Code: F020401T	Course Title: Research Methods & Analytics	Credits: 4
Course Outcomes: Upon successful completion of the course, students will be able to:		
CO1: Understand the fundamentals, process, and significance of business research.		
CO2: Identify research problems and develop appropriate research designs for business studies.		
CO3: Conduct literature reviews and identify research gaps using academic sources and AI-assisted tools.		
CO4: Apply sampling techniques, data collection methods, and statistical tools for business research.		
CO5: Perform data analysis and hypothesis testing using SPSS and interpret research findings.		
CO6: Prepare professional research reports using APA style and ethical research practices.		
Units	Topics	
1	Foundations of Business Research: Meaning, Objectives and Importance of Research; Types of Research; Research Process; Research Problem Identification and Definition; Research Objectives; Research Questions; Hypothesis—Meaning, Types and Formulation; Research Ethics and Academic Integrity; AI-assisted Research Ideation and Problem Identification.	
2	Literature Review and Research Design: Meaning and Importance of Literature Review; Sources of Literature; Academic Databases and Search Techniques; Review Matrix; Systematic Literature Review (SLR); Identification of Research Gap; Conceptual Framework; Research Design and its Types; Exploratory, Descriptive and Causal Research Designs; Measurement and Scaling Techniques; Types of Measurement Scales; AI-assisted Literature Review Tools.	
3	Sampling and Data Collection Methods: Census and Sample Survey; Sampling Design and Sampling Decisions; Probability Sampling Methods; Non-Probability Sampling Methods; Sources of Data—Primary and Secondary; Observation Method; Interview Method; Questionnaire Method; Survey Method; Questionnaire Design and Validation; Digital Data Collection Tools; AI-assisted Questionnaire Development.	
4	Statistical Analysis, Hypothesis Testing and SPSS: Data Preparation and Coding; Selection of Statistical Techniques; Descriptive and Inferential Analysis—Concept and Applications; Hypothesis Testing Process; Null and Alternative Hypotheses; Level of Significance and p-value; Chi-Square Test; Z-Test; t-Test; F-Test; Introduction to SPSS; Data Entry, Coding and Analysis in SPSS; Interpretation of SPSS Outputs for Business Decision-Making.	
5	Research Reporting and AI Applications in Research: Interpretation of Findings; Research Report Writing; Structure and Layout of Research Report; Presentation of Findings using Tables, Charts and Graphs; APA Citation and Referencing Style; Plagiarism and Academic Integrity; Reference Management Tools; AI Tools for Literature Review, Citation Management, Data Interpretation and Report Drafting; Ethical and Responsible Use of AI in Research.	
Course Practical Requirements	(1). Identification and formulation of business research problems. (2). Literature review and research gap identification exercises. (3). Preparation of review matrix and SLR summary. (4). Questionnaire design using Google Forms or similar tools. (5). Sampling design and data collection exercises.	

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	(6). Data coding and preparation for analysis. (7). Statistical analysis using SPSS. (8). Hypothesis testing using business datasets. (9). APA citation and referencing practice using reference management tools. (10). Preparation and presentation of a mini research report.
Suggested Reference Books	(1). C.R. Kothari & Gaurav Garg – <i>Research Methodology: Methods and Techniques</i> (New Age International) (2). Uma Sekaran & Roger Bougie – <i>Research Methods for Business</i> (Wiley India) (3). Donald R. Cooper & Pamela S. Schindler – <i>Business Research Methods</i> (McGraw Hill Education) (4). Deepak Chawla & Neena Sondhi – <i>Research Methodology: Concepts and Cases</i> (Vikas Publishing House) (5). R. Paneerselvam – <i>Research Methodology</i> (PHI Learning) (6). Alan Bryman & Emma Bell – <i>Business Research Methods</i> (Oxford University Press)
Suggested Online Learning Platforms	1. SWAYAM https://swayam.gov.in 2. NPTEL https://nptel.ac.in 3. National Digital Library of India (NDLI) https://ndl.iitkgp.ac.in 4. e-PG Pathshala https://epgp.inflibnet.ac.in 5. Google Scholar https://scholar.google.com 6. Directory of Open Access Journals (DOAJ) https://doaj.org 7. Zotero Documentation https://www.zotero.org 8. Mendeley Reference Manager https://www.mendeley.com 9. IBM SPSS Learning Resources https://www.ibm.com/products/spss-statistics 10. APA Style Official Website https://apastyle.apa.org

BBA Syllabus: 2026-27 Onwards		
Program Class: Degree	Year: Second	Semester: Fourth
Course Code: F020402T	Course Title: Data Visualization with Tableau	Credits: 3
Course Outcomes: Upon successful completion of the course, students will be able to:		
CO1: Understand the role of data visualization in business intelligence and decision-making. CO2: Prepare, organize, and connect business data from multiple sources using Tableau. CO3: Create effective visual reports and analytical charts for business analysis. CO4: Design interactive dashboards and KPI monitoring systems for managerial reporting. CO5: Interpret visual insights and communicate business findings through data storytelling techniques.		
Units	Topics	
1	Unit I: Introduction to Data Visualization and Tableau Concept and importance of data visualization; role of visualization in business analytics and business intelligence; principles of effective visual communication; introduction to Tableau interface and workspace; data types and structures; connecting Tableau with spreadsheets, databases, and external data sources; data preparation and management fundamentals.	

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2	Unit II: Business Charts and Reports Dimensions and measures; creation of tables, bar charts, line charts, pie charts, area charts, scatter plots, maps, and heat maps; formatting and customization of visualizations; selecting appropriate charts for business problems; best practices in business reporting and visual communication.
3	Unit III: Interactive Analysis and Business Reporting Data filtering, sorting, grouping, hierarchies, calculated fields, parameters, trend analysis, comparative analysis, customer analytics, sales reporting, and business performance measurement through visual exploration and reporting.
4	Unit IV: Dashboard Design and KPI Management Concept and significance of dashboards; key performance indicators (KPIs); dashboard components and layout design; interactive dashboards; actions, filters, drill-down analysis; executive reporting systems; dashboard design principles for business intelligence and managerial decision-making.
5	Unit V: Business Intelligence Applications and Data Storytelling Data storytelling concepts and techniques; communicating insights through visual narratives; sales and marketing dashboards; customer relationship analytics dashboards; financial performance dashboards; human resource analytics dashboards; operations and business performance monitoring; ethical considerations in data visualization and reporting.
Course Practical Requirements	1. Installation and configuration of Tableau. 2. Connecting Tableau with Excel and CSV datasets. 3. Data preparation and data cleaning in Tableau. 4. Creation of bar charts, line charts, pie charts, and scatter plots. 5. Development of sales performance reports. 6. Customer analysis and segmentation reports. 7. Product performance visualization. 8. Geographic and regional sales analysis using maps. 9. Interactive filtering and drill-down reports. 10. KPI monitoring dashboard development. 11. Marketing performance dashboard. 12. Financial performance dashboard. 13. Human resource analytics dashboard. 14. Executive business intelligence dashboard. 15. Mini Project: Design and development of an interactive Tableau dashboard using a real-world business dataset.
Suggested Reference Books	1. Murray, Daniel G. <i>Tableau Your Data!: Fast and Easy Visual Analysis with Tableau Software</i>. 2. Ajenstat, Joshua N. <i>Tableau for Dummies</i>. 3. Steele, Molly Monsey. <i>Data Visualization with Tableau</i>. 4. Knaflic, Cole Nussbaumer. <i>Storytelling with Data: A Data Visualization Guide for Business Professionals</i>. 5. Few, Stephen. <i>Information Dashboard Design</i>. 6. Evergreen, Stephanie D.H. <i>Effective Data Visualization</i>.
Suggested Online Learning Platforms	1. Tableau Desktop Specialist Learning Path – Tableau. 2. Tableau Training and Tutorials – Tableau eLearning. 3. Data Visualization with Tableau Specialization – Coursera.

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	4. Tableau Fundamentals Courses – Udemy. 5. Data Visualization Learning Path – Kaggle Learn. 6. Storytelling with Data Community Resources. 7. Tableau Public Gallery and Business Case Studies. 8. Tableau Official Documentation and Knowledge Base.
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BBA Syllabus: 2026-27 Onwards		
Program Class: Degree	Year: Second	Semester: Forth
Course Code: F020403T	Course Title: Investment & Financial Analytics	Credits: 3
Course Outcomes: Upon successful completion of the course, students will be able to:		
CO1: Understand the concepts, objectives and significance of investment decisions and the financial system.		
CO2: Analyze various investment avenues and financial instruments available to investors		
CO3: Evaluate risk and return associated with investment alternatives and portfolio decisions		
CO4: Apply security analysis techniques for investment decision-making		
CO5: Use basic financial analytics tools and techniques for analyzing financial information		
CO6: Understand emerging trends in digital investing, investor protection and financial technology		
Units	Topics	
1	Investment Environment and Financial System: Meaning, Objectives and Importance of Investment; Investment Process; Investment Environment; Financial System and its Components; Financial Markets and Financial Institutions.	
2	Investment Alternatives and Financial Instruments: Investment Alternatives—Bank Deposits, Post Office Schemes, Insurance, Gold and Real Estate; Equity Shares, Preference Shares, Debentures and Bonds; Mutual Funds; Exchange Traded Funds (ETFs); Government Securities; Risk and Return Characteristics of Various Investment Alternatives.	
3	Risk, Return and Portfolio Management: Concept and Measurement of Risk and Return; Risk–Return Trade-off; Diversification; Portfolio Concept; Portfolio Construction and Management Process; Portfolio Revision and Evaluation; Investor Behaviour and Investment Decisions.	
4	Security Analysis and Financial Analytics : Fundamental Analysis—Economic Analysis, Industry Analysis and Company Analysis; Technical Analysis—Concept and Basic Tools; Financial Statement Analysis; Ratio Analysis for Investment Decisions; Introduction to Financial Analytics using Spreadsheet Tools and Market Data.	
5	Mutual Funds, Investor Protection and Emerging Trends: Mutual Funds—Types, Advantages and Evaluation; Role of SEBI in Investor Protection; Investor Awareness and Grievance Redressal Mechanisms; Digital Investment Platforms; FinTech and Robo-Advisory Services; Sustainable and ESG Investing; AI Applications in Investment Decision-Making.	
Course Practical Requirements	1. Analysis of investment alternatives using real market data. 2. Risk and return calculation exercises. 3. Portfolio construction and diversification exercises. 4. Study of stock market indices and market movements. 5. Fundamental analysis using company financial statements.	

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	6. Financial ratio analysis for investment decisions. 7. Mutual fund comparison and evaluation. 8. Spreadsheet-based investment analysis. 9. Demonstration of online investment and trading platforms. 10. ☐ Mini project on investment planning and portfolio analysis.
Suggested Reference Books	1. Prasanna Chandra – Investment Analysis and Portfolio Management (McGraw Hill Education). 2. V.K. Bhalla – Investment Management (S. Chand Publishing). 3. Donald E. Fischer & Ronald J. Jordan – Security Analysis and Portfolio Management (Pearson Education). 4. Reilly & Brown – Investment Analysis and Portfolio Management (Cengage Learning). 5. Hirt & Block – Fundamentals of Investment Management (McGraw Hill Education). 6. Kevin S. – Security Analysis and Portfolio Management (PHI Learning).
Suggested Online Learning Platforms	1. SWAYAM – https://swayam.gov.in 2. NPTEL – https://nptel.ac.in 3. National Digital Library of India – https://ndl.iitkgp.ac.in 4. e-PG Pathshala – https://epgp.inflibnet.ac.in 5. NSE Academy – https://www.nseindia.com/learn 6. SEBI Investor Education – https://investor.sebi.gov.in 7. RBI Financial Education – https://financialeducation.rbi.org.in 8. Moneycontrol – https://www.moneycontrol.com 9. Screener – https://www.screener.in 10. Yahoo Finance – https://finance.yahoo.com

BBA Syllabus: 2026-27 Onwards		
Program Class: Degree	Year: Second	Semester: Fourth
Course Code: F020404T	Course Title: Corporate Governance & Compliance	Credits: 3
Course Outcomes: Upon successful completion of the course, students will be able to:		
CO1: Understand the concepts, principles and significance of corporate governance in modern organizations.		
CO2: Explain the structure, roles and responsibilities of boards and governance mechanisms.		
CO3: Examine corporate compliance requirements, internal controls and risk management systems.		
CO4: Analyze Corporate Social Responsibility (CSR), Environmental, Social and Governance (ESG) practices and sustainability initiatives.		
CO5: Evaluate governance failures, ethical issues and compliance challenges in organizations		
CO6: Understand emerging governance issues related to digital business, data protection, cyber security and artificial intelligence.		
Units	Topics	
1	Foundations of Corporate Governance: Meaning, Importance and Objectives of Corporate Governance; Evolution of Corporate Governance; Principles of Good Governance; Corporate Governance Models; Stakeholders and Stakeholder Rights; Corporate Governance in India and Global Perspectives.	
2	Board Structure and Corporate Accountability: Board of Directors—Composition, Roles and Responsibilities; Independent Directors; Board Committees—Audit Committee, Nomination and Remuneration Committee, Stakeholder Relationship	

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	Committee; Transparency and Disclosure Practices; Shareholder Rights; Corporate Governance Failures and Lessons from Major Corporate Scandals.
3	Compliance, Risk Management and Internal Controls: Meaning and Importance of Compliance; Corporate Compliance Framework; Overview of Companies Act, 2013 and SEBI Regulations; Internal Controls and Internal Audit; Risk Management Process; Compliance Monitoring and Reporting; Whistleblower Mechanism and Ethical Governance.
4	CSR, ESG and Sustainable Business Practices: Corporate Social Responsibility (CSR)—Concept, Importance and Legal Framework; CSR Initiatives in India; Environmental, Social and Governance (ESG) Concepts; Business Responsibility and Sustainability Reporting (BRSR); Sustainability and Responsible Business Practices; ESG Risks and Opportunities.
5	Emerging Issues in Governance: Digital Governance and Compliance; Digital Personal Data Protection (DPDP) Act, 2023—Objectives, Key Provisions and Business Implications; Data Privacy and Data Protection; Cyber Security Governance; Ethical Issues in Artificial Intelligence and Emerging Technologies; Governance Challenges in Startups and Digital Businesses; Future Trends in Corporate Governance.
Course Practical Requirements	(1). Analysis of corporate governance disclosures in annual reports. (2). Case studies on governance failures and ethical issues. (3). Study of CSR initiatives of Indian companies. (4). ESG and sustainability reporting analysis. (5). Preparation of compliance checklists for business organizations. (6). Risk identification and risk assessment exercises. (7). Internal control and governance audit case studies. (8). Analysis of whistleblower and ethical governance cases. (9). Digital governance, data privacy and cyber security case discussions. (10). Group presentation on emerging governance and compliance challenges.
Suggested Reference Books	(1). A.C. Fernando – <i>Business Ethics and Corporate Governance</i> (Pearson Education) (2). J.P. Sharma – <i>Corporate Governance, Business Ethics and CSR</i> (Ane Books) (3). Christine A. Mallin – <i>Corporate Governance</i> (Oxford University Press) (4). Monks & Minow – <i>Corporate Governance</i> (Wiley) (5). S.K. Bhatia – <i>Business Ethics and Corporate Governance</i> (Deep & Deep Publications) (6). Companies Act, 2013 (Selected Provisions) (7). SEBI (Listing Obligations and Disclosure Requirements) Regulations – Overview (8). Ministry of Corporate Affairs (MCA) Publications on Corporate Governance and CSR
Suggested Online Learning Platforms	(1). SWAYAM https://swayam.gov.in (2). NPTEL https://nptel.ac.in (3). National Digital Library of India (NDLI) https://ndli.iitkgp.ac.in (4). e-PG Pathshala https://epgp.inflibnet.ac.in (5). Ministry of Corporate Affairs (MCA) https://www.mca.gov.in (6). Securities and Exchange Board of India (SEBI) https://www.sebi.gov.in (7). Institute of Company Secretaries of India (ICSI) https://www.icsi.edu (8). OECD Corporate Governance Resources https://www.oecd.org/corporate (9). UN Global Compact https://www.unglobalcompact.org (10). National Centre of Excellence for Data Governance (NCoE-DG) https://www.meity.gov.in

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BBA Syllabus: 2026-27 Onwards		
Program Class: Degree	Year: Second	Semester: Fourth
Course Code: F020405T	Course Title: Machine Learning	Credits: 2
Course Outcomes: Upon successful completion of the course, students will be able to:		
CO1: Understand the fundamentals of machine learning and its role in business analytics. CO2: Prepare and organize business data for machine learning applications. CO3: Apply supervised learning techniques to solve business prediction problems. CO4: Utilize unsupervised learning techniques to identify patterns and segments in business data. CO5: Evaluate machine learning applications and their impact on managerial decision-making.		
Units	Topics	
1	Unit I: Introduction to Machine Learning and Business Applications Concepts of Artificial Intelligence, Data Science, and Machine Learning; evolution and importance of machine learning; types of machine learning; machine learning life cycle; business applications of machine learning; opportunities and challenges of machine learning in organizations.	
2	Unit II: Data Preparation for Machine Learning Business datasets and data sources; data preprocessing concepts; data cleaning; handling missing values; feature selection concepts; training and testing datasets; data quality considerations; introduction to machine learning workflows for business analytics.	
3	Unit III: Supervised Learning Techniques Concept of supervised learning; classification and prediction; regression concepts; decision trees; customer churn prediction; sales forecasting; credit risk assessment; interpretation of machine learning outputs for business decision-making.	
4	Unit IV: Unsupervised Learning Techniques Concept of unsupervised learning; clustering techniques; customer segmentation; market segmentation; pattern recognition; association analysis concepts; business applications of clustering and pattern discovery; interpretation of analytical results.	
5	Unit V: Machine Learning for Business Decision Making Applications of machine learning in marketing, finance, human resources, retail, and operations; recommendation systems; fraud detection concepts; demand forecasting; predictive business analytics; ethical issues, privacy concerns, and responsible use of machine learning in organizations.	
Course Practical Requirements	1. Introduction to machine learning tools and environments. 2. Loading and exploring business datasets. 3. Data preprocessing and preparation exercises. 4. Data visualization for machine learning applications. 5. Building simple classification models. 6. Developing decision tree models. 7. Customer churn prediction exercises.	

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	8. Sales forecasting using machine learning tools. 9. Customer segmentation using clustering techniques. 10. Market segmentation analysis. 11. Pattern identification in business datasets. 12. Recommendation system demonstrations. 13. Business performance prediction exercises. 14. Machine learning case studies and interpretation. 15. Mini Project: Business problem-solving using machine learning techniques and real-world datasets.
Suggested Reference Books	1. Alpaydin, Ethem. <i>Introduction to Machine Learning</i>. 2. Géron, Aurélien. <i>Hands-On Machine Learning with Scikit-Learn, Keras and TensorFlow</i>. 3. James, Gareth, Witten, Daniela, Hastie, Trevor & Tibshirani, Robert. <i>An Introduction to Statistical Learning</i>. 4. Burkov, Andriy. <i>The Hundred-Page Machine Learning Book</i>. 5. Provost, Foster & Fawcett, Tom. <i>Data Science for Business</i>. 6. Shmueli, Galit, Bruce, Peter, Gedeck, Peter & Patel, Nitin. <i>Data Mining for Business Analytics</i>.
Suggested Online Learning Platforms	1. Machine Learning for Everyone – Coursera. 2. AI for Everyone – Coursera. 3. Introduction to Machine Learning – NPTEL. 4. Machine Learning with Python – IBM SkillsBuild. 5. Google Machine Learning Crash Course. 6. Kaggle Learn – Intro to Machine Learning. 7. Microsoft Learn – Machine Learning Fundamentals. 8. Scikit-Learn Documentation and Tutorials.

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5th Semester

BBA Syllabus: 2026-27 Onwards		
Program Class: Degree	Year: Third	Semester: Fifth
Course Code: F020501T	Course Title: Strategic Management	Credits: 3
Course Outcomes: Upon successful completion of the course, students will be able to:		
CO1: Understand the concepts, importance and process of strategic management.		
CO2: Analyze internal and external business environments for strategic decision-making		
CO3: Formulate business and corporate strategies for achieving organizational objectives		
CO4: Understand strategy implementation and resource allocation processes		
CO5: Evaluate strategic performance using strategic control mechanisms		
CO6: Examine contemporary strategic issues including digital transformation, sustainability and AI-driven business strategies		
	Topics	
1	Introduction to Strategic Management: Concept, Nature and Importance of Strategic Management; Strategic Management Process; Vision, Mission and Objectives; Levels of Strategy—Corporate, Business and Functional; Strategic Decision-Making; Role of Strategic Management in Organizational Success.	
2	Environmental and Strategic Analysis: External Environment Analysis—PESTLE Analysis; Industry Analysis and Competitive Environment; Internal Environment Analysis; Resources, Capabilities and Core Competencies; SWOT Analysis; Competitive Advantage and Value Chain Analysis.	
3	Strategy Formulation :Strategic Alternatives and Strategic Choice; Corporate Strategies—Growth, Stability and Retrenchment Strategies; Business-Level Strategies; Diversification, Mergers and Acquisitions; Strategic Alliances and Partnerships; International and Global Strategies.	
4	Strategy Implementation: Strategy Implementation Process; Organizational Structure and Strategy; Leadership and Strategic Change; Resource Allocation; Organizational Culture and Strategy; Strategic Planning and Execution Challenges; Role of Technology in Strategy Implementation.	
5	Strategy Evaluation and Emerging Strategic Issues: Strategy Evaluation and Control; Strategic Performance Measurement; Balanced Scorecard Concept; Business Ethics and Corporate Governance in Strategy; Sustainability and ESG Strategies; Digital Transformation Strategies; AI and Data-Driven Decision-Making; Emerging Trends in Strategic Management.	
Course Practical Requirements	1. SWOT analysis of business organizations. 2. PESTLE analysis of industries. 3. Strategic analysis of companies using annual reports. 4. Case studies on business strategy and competitive advantage. 5. Value chain analysis exercises. 6. Strategic planning workshops. 7. Analysis of mergers, acquisitions and strategic alliances. 8. Balanced Scorecard design exercises. 9. Strategy evaluation case studies. 10. Group project on strategic analysis of an organization.	
Suggested Reference Books	1. Fred R. David, Forest R. David & Meredith E. David – Strategic Management: A Competitive Advantage Approach (Pearson). 2. Arthur A. Thompson, John E. Gamble & Margaret Peteraf – Crafting and	

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	Executing Strategy (McGraw Hill). 3. Azhar Kazmi – Strategic Management and Business Policy (McGraw Hill Education). 4. C.W.L. Hill, Gareth Jones & Melissa Schilling – Strategic Management: Theory and Cases (Cengage Learning). 5. Michael A. Hitt, R. Duane Ireland & Robert E. Hoskisson – Strategic Management: Competitiveness and Globalization (Cengage Learning). 6. P. Subba Rao – Strategic Management and Business Policy (Himalaya Publishing House).
Suggested Online Learning Platforms	(1). SWAYAM – https://swayam.gov.in (2). NPTEL – https://nptel.ac.in (3). National Digital Library of India – https://ndl.iitkgp.ac.in (4). e-PG Pathshala – https://epgp.inflibnet.ac.in (5). Harvard Business Review – https://hbr.org (6). McKinsey Insights – https://www.mckinsey.com (7). World Economic Forum – https://www.weforum.org (8). Invest India – https://www.investindia.gov.in (9). Coursera – https://www.coursera.org (10). • edX – https://www.edx.org

BBA Syllabus: 2026-27 Onwards		
Program Class: Degree	Year: Third	Semester: Fifth
Course Code: F020502T	Course Title: Analytics with Python	Credits: 3
Course Outcomes: Upon successful completion of the course, students will be able to:		
CO1: Acquire, clean, transform, and manage business datasets using Python tools and techniques. CO2: Perform exploratory data analysis and derive meaningful business insights from data. CO3: Develop visualizations, dashboards, and reports to support business intelligence and decision-making. CO4: Apply statistical and analytical techniques to solve business problems and evaluate business performance. CO5: Utilize predictive analytics concepts and Python-based solutions to support strategic business decisions.		
Units	Topics	
1	Unit I: Data Preparation and Management using Python Introduction to business analytics and data-driven decision-making; Python ecosystem for analytics; data acquisition from spreadsheets, databases, and web sources; introduction to NumPy and Pandas; data cleaning, transformation, validation, handling missing values, outlier treatment, and data quality management. Unit II: Exploratory Data Analytics Descriptive analytics; exploratory data analysis (EDA); data summarization techniques; grouping, aggregation, filtering, sorting, and merging datasets; trend analysis; customer analytics; sales analytics; business performance measurement; identification of patterns and anomalies in business data.	

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	Unit III: Data Visualization and Business Intelligence Principles of business data visualization; charts, graphs, and interactive visualizations using Python libraries; KPI development and monitoring; dashboard design principles; management reporting; data storytelling; visualization for executive decision-making and business intelligence applications. Unit IV: Statistical Analytics for Business Measures of central tendency and dispersion; probability concepts; correlation and covariance analysis; regression concepts; forecasting fundamentals; hypothesis testing; interpretation of analytical results; applications in marketing, finance, human resources, and operations management. Unit V: Predictive Analytics and Decision Support Introduction to predictive analytics; customer segmentation; churn analysis; sales forecasting; risk analytics; recommendation systems; business applications of artificial intelligence and analytics; decision support systems; ethical and responsible use of analytics in business.
Course Practical Requirements	1. Data import and preprocessing using Pandas. 2. Data cleaning and transformation exercises. 3. Handling missing values and outlier treatment. 4. Sales data analysis and reporting. 5. Customer transaction and profitability analysis. 6. Product performance analysis. 7. Customer segmentation using business datasets. 8. Trend and pattern analysis of organizational data. 9. Development of marketing analytics dashboards. 10. Financial performance dashboard creation. 11. KPI design and monitoring reports. 12. Correlation and regression analysis for business data. 13. Sales forecasting and demand analysis. 14. Employee attrition and HR analytics exercises. 15. Capstone Analytics Project using a real-world business dataset.
Suggested Reference Books	1. McKinney, Wes. <i>Python for Data Analysis</i>. O'Reilly Media. 2. VanderPlas, Jake. <i>Python Data Science Handbook</i>. O'Reilly Media. 3. Provost, Foster and Fawcett, Tom. <i>Data Science for Business</i>. O'Reilly Media. 4. Grus, Joel. <i>Data Science from Scratch</i>. O'Reilly Media. 5. Miller, Thomas W. <i>Modeling Techniques in Predictive Analytics</i>. Pearson. 6. Albright, S. Christian and Winston, Wayne L. <i>Business Analytics: Data Analysis and Decision Making</i>. Cengage Learning.
Suggested Online Learning Platforms	1. Applied Data Science with Python Specialization – Coursera. 2. Google Data Analytics Professional Certificate – Coursera. 3. IBM Data Analyst Professional Certificate – Coursera. 4. Data Analysis with Python – IBM SkillsBuild. 5. Python for Data Science – NPTEL. 6. Analytics Vidhya Learning Paths. 7. Kaggle Learn – Data Analysis and Machine Learning.

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	8. Official Documentation of Python, NumPy, Pandas, Matplotlib, and Seaborn.
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BBA Syllabus: 2026-27 Onwards		
Program Class: Degree	Year: Third	Semester: Fifth
Course Code: F020503T	Course Title: Goods and Services Tax (GST)	Credits: 3
Course Outcomes: Upon successful completion of the course, students will be able to:		
CO1: Understand the concepts, objectives and structure of GST in India.		
CO2: Explain the provisions governing levy and collection of GST.		
CO3: Analyze GST registration, invoicing and compliance requirements.		
CO4: Apply Input Tax Credit provisions and determine GST liability.		
CO5: Understand GST return filing procedures and digital compliance mechanisms.		
CO6: Evaluate the impact of GST on businesses and the Indian economy.		
	Topics	
1	Introduction to GST: Concept and Objectives of GST; Evolution of Indirect Taxation in India; Constitutional Framework of GST; Features and Benefits of GST; GST Structure—CGST, SGST, UTGST and IGST; GST Council and its Functions; GST and Business Environment.	
2	Levy and Collection of GST: Supply under GST—Meaning and Scope; Types of Supply; Time of Supply; Place of Supply (Basic Concepts); Value of Supply; Taxable Person; Exemptions under GST; GST Rates and Classification of Goods and Services.	
3	Registration and Input Tax Credit: GST Registration—Eligibility and Procedure; GSTIN and GST Registration Process; Tax Invoice, Debit Note and Credit Note; Input Tax Credit (ITC)—Meaning, Conditions and Utilization; Reverse Charge Mechanism (Overview); Composition Scheme.	
4	GST Compliance and Return Filing: GST Returns—Types and Purpose; E-Invoicing and E-Way Bill System; Payment of GST; Interest and Penalties (Overview); GST Portal and Digital Compliance; Record Keeping and Documentation under GST.	
5	GST in Business and Emerging Developments: GST and Business Decision-Making; GST Impact on Manufacturing, Services and E-Commerce Businesses; GST and MSMEs; GST and International Trade (Overview); Recent Developments and Amendments in GST; Emerging Trends in Digital Tax Administration.	
Course Practical Requirements	(1). GST registration process demonstration. (2). Preparation of GST invoices. (3). Computation of Input Tax Credit. (4). GST liability calculation exercises. (5). Familiarization with GST Portal. (6). E-Way Bill and E-Invoicing demonstrations. (7). GST return filing overview. (8). Case studies on GST and business operations. (9). Analysis of GST impact on selected industries. (10). Mini project on GST compliance practices.	
Suggested Reference Books	(1). V.S. Datey – GST Ready Reckoner (Taxmann Publications). (2). V.K. Singhania – Students’ Guide to GST and Customs Law (Taxmann Publications). (3). Dr. Vinod K. Singhania – GST and Customs Law (Taxmann Publications).	

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	(4). H.C. Mehrotra & V.P. Agarwal – Goods and Services Tax (Sahitya Bhawan). (5). G. Sekar – GST Manual (Commercial Law Publishers). (6). T.N. Manoharan – GST Law and Practice.
Suggested Online Learning Platforms	(1). GST Portal – https://www.gst.gov.in (2). CBIC – https://www.cbic.gov.in (3). GST Council – https://gstcouncil.gov.in (4). Taxmann – https://www.taxmann.com (5). CAclubindia – https://www.caclubindia.com (6). SWAYAM – https://swayam.gov.in (7). NPTEL – https://nptel.ac.in (8). National Digital Library of India – https://ndl.iitkgp.ac.in (9). e-PG Pathshala – https://epgp.inflibnet.ac.in

BBA Syllabus: 2026-27 Onwards		
Program Class: Degree	Year: Third	Semester: Fifth
Course Code: F020504T	Course Title: SQL for Business Analytics	Credits: 3
Course Outcomes: Upon successful completion of the course, students will be able to:		
CO1: Understand database concepts and the role of SQL in business information systems. CO2: Create, manage, and manipulate business databases using SQL commands. CO3: Retrieve, filter, summarize, and analyze business data using SQL queries. CO4: Apply advanced SQL techniques for reporting, data analysis, and decision support. CO5: Utilize SQL for business intelligence, dashboard development, and organizational reporting.		
	Topics	
1	Unit I: Database Fundamentals and SQL Environment Introduction to databases and database management systems; role of databases in organizations; relational database concepts; tables, records, fields, keys, and relationships; SQL environment and architecture; introduction to MySQL/PostgreSQL; database creation and management fundamentals.	
2	Unit II: Data Definition and Data Manipulation using SQL Creating databases and tables; data types and constraints; primary keys and foreign keys; INSERT, UPDATE, DELETE commands; maintaining business data; data integrity and validation; managing organizational data using SQL.	
3	Unit III: Querying and Retrieving Business Data SELECT statements; filtering and sorting data using WHERE and ORDER BY clauses; DISTINCT, LIMIT clauses; aggregate functions; GROUP BY and HAVING clauses; business reporting and performance analysis using SQL queries.	
4	Unit IV: Advanced SQL for Business Reporting Joins and relationships; INNER JOIN, LEFT JOIN, RIGHT JOIN; subqueries; views; SQL functions; analytical queries; customer reporting; sales analysis; inventory reporting; financial reporting and business performance measurement using SQL.	
	Unit V: SQL for Business Intelligence and Data Analytics SQL for dashboard development; SQL for KPI reporting; customer analytics queries;	

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5	sales and marketing analytics; financial analytics reporting; data extraction and preparation for Power BI and Tableau; SQL in decision-support systems; data governance, security, and ethical use of organizational data.
Course Practical Requirements	1. Installation and configuration of MySQL/PostgreSQL. 2. Creating databases and tables. 3. Defining primary keys and foreign keys. 4. Inserting, updating, and deleting records. 5. Retrieving data using SELECT statements. 6. Filtering and sorting business data. 7. Applying aggregate functions for reporting. 8. Using GROUP BY and HAVING clauses. 9. Performing joins across multiple tables. 10. Creating and using views. 11. Customer analytics using SQL queries. 12. Sales performance and marketing analytics reporting. 13. Financial reporting and profitability analysis. 14. Preparing data for Power BI and Tableau dashboards. 15. Capstone Project: Development of a business reporting and analytics solution using SQL and organizational datasets.
Suggested Reference Books	1. Beaulieu, Alan. <i>Learning SQL</i>. 2. Viescas, John L. <i>SQL Queries for Mere Mortals</i>. 3. Coronel, Carlos & Morris, Steven. <i>Database Systems: Design, Implementation and Management</i>. 4. Pratt, Philip J. & Last, Mary Z. <i>Concepts of Database Management</i>. 5. Groff, James, Weinberg, Paul & Oppel, Andrew. <i>SQL: The Complete Reference</i>. 6. Shmueli, Galit, Bruce, Peter, Gedeck, Peter & Patel, Nitin. <i>Data Mining for Business Analytics</i>.
Suggested Online Learning Platforms	1. SQL for Data Science – Coursera. 2. Databases and SQL for Data Science – Coursera. 3. SQL for Data Analytics – Udemy. 4. SQL Tutorial – W3Schools. 5. SQLBolt Interactive SQL Lessons. 6. Kaggle Learn – Intro to SQL. 7. PostgreSQL Documentation. 8. MySQL Documentation and Tutorials.

BBA Syllabus: 2026-27 Onwards		
Program Class: Degree	Year: Third	Semester: Fifth
Course Code: F020505T	Course Title: Artificial Intelligence	Credits: 3
Course Outcomes: Upon successful completion of the course, students will be able to:		
CO1: Understand the fundamental concepts, technologies, and applications of Artificial Intelligence.		

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CO2: Evaluate the role of AI in business transformation and organizational decision-making.
CO3: Apply AI tools and techniques to solve business problems across functional areas.
CO4: Analyze opportunities, challenges, and risks associated with AI implementation in organizations.
CO5: Assess ethical, legal, and governance considerations in the adoption of AI-driven business systems.

Units	Topics
1	Unit I: Foundations of Artificial Intelligence Introduction to Artificial Intelligence; evolution and significance of AI; AI, Machine Learning, Deep Learning, and Generative AI; types of AI; AI ecosystem; intelligent systems; opportunities and challenges of AI in business and society; future trends in AI.
2	Unit II: AI Technologies and Tools Natural Language Processing (NLP); computer vision concepts; intelligent agents; expert systems; recommendation systems; chatbots and virtual assistants; Generative AI tools; AI platforms; business applications of emerging AI technologies.
3	Unit III: Artificial Intelligence in Business Functions AI applications in marketing and customer relationship management; AI in finance and banking; AI in human resource management; AI in operations and supply chain management; AI in retail, healthcare, education, and e-commerce; business case studies on AI adoption and implementation.
4	Unit IV: Generative AI and Intelligent Decision Support Introduction to Generative AI; large language models; AI-assisted decision-making; AI-powered analytics; intelligent decision support systems; content generation; productivity enhancement; AI applications for business communication, research, reporting, forecasting, and strategic planning.
5	Unit V: AI Strategy, Governance, and Ethics AI implementation strategies; organizational readiness for AI adoption; AI governance frameworks; ethical and responsible AI; bias and fairness in AI systems; privacy and data protection; regulatory considerations; risk management; future of AI-driven business innovation and digital transformation.
Course Practical Requirements	1. Exploration of AI-powered productivity and business tools. 2. Using Generative AI for business communication and content creation. 3. Prompt engineering and optimization exercises. 4. AI-assisted market research and competitive analysis. 5. AI-based content generation for marketing campaigns. 6. Customer service applications using chatbots and virtual assistants. 7. Financial analysis using AI-powered tools. 8. Human resource applications of AI in recruitment and employee engagement. 9. AI-assisted report generation and business presentations. 10. AI applications in operations and supply chain management. 11. AI-driven recommendation system demonstrations. 12. Business case analysis of AI adoption across industries. 13. Ethical AI assessment and bias evaluation exercises. 14. AI strategy development for organizations. 15. Capstone Project: Design of an AI-enabled business solution for a real-world

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	organizational challenge.
Suggested Reference Books	1. Russell, Stuart & Norvig, Peter. <i>Artificial Intelligence: A Modern Approach</i>. 2. Marr, Bernard. <i>Artificial Intelligence in Practice</i>. 3. Davenport, Thomas H. & Ronanki, Rajeev. <i>The AI Advantage: How to Put the Artificial Intelligence Revolution to Work</i>. 4. Agrawal, Ajay, Gans, Joshua & Goldfarb, Avi. <i>Prediction Machines: The Simple Economics of Artificial Intelligence</i>. 5. Mollick, Ethan. <i>Co-Intelligence: Living and Working with AI</i>. 6. Kaplan, Jerry. <i>Artificial Intelligence: What Everyone Needs to Know</i>.
Suggested Online Learning Platforms	1. AI for Everyone – Coursera. 2. Generative AI for Everyone – Coursera. 3. Artificial Intelligence – NPTEL. 4. Microsoft Learn – AI Fundamentals. 5. Google AI Essentials. 6. IBM SkillsBuild – Artificial Intelligence. 7. OpenAI Learning Resources. 8. Elements of AI – University of Helsinki.