Prof. Rajendra Singh (Rajju Bhaiya) University,Prayagraj

Faculty of Commerce and Management

Curriculum Structure and Syllabus

(WEF 2026-27 Onwards)

As per

NEP 2020

Bachelor of Business Administration

(BBA)

Prof. Rajendra Singh (Rajju Bhaiya) University,Prayagraj

Prof. Rajendra Singh (Rajju Bhaiya) University,Prayagraj

PROGRAM OUTCOMES (POs)

Upon successful completion of the Bachelor of Business Administration (BBA) program, graduates will be able to:

PO1: Apply knowledge of management, finance, marketing, human resources and business operations in organizational settings.

PO2: Identify, analyze and solve business problems using logical and analytical approaches.

PO3: Use data, business analytics and digital tools for effective decision-making.

PO4: Communicate effectively through oral, written and digital means in professional environments.

PO5: Demonstrate leadership, teamwork and interpersonal skills in organizational and social settings.

PO6: Apply ethical values, legal principles and social responsibility in business decisions.

PO7: Use modern technologies and digital business practices to improve organizational performance.

PO8: Understand national and global business environments and their impact on organizations.

PO9: Demonstrate creativity, innovation and entrepreneurial abilities for business opportunities and ventures.

PO10: Engage in continuous learning and professional development for career growth.

PROGRAM SPECIFIC OUTCOMES (PSOs)

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

PSO1: Apply managerial knowledge and functional skills in marketing, finance, human resources, operations and entrepreneurship.

PSO2: Utilize business analytics, digital technologies and contemporary management tools for business decision-making.

PSO3: Demonstrate professional competence, leadership, ethical values and entrepreneurial orientation for successful careers and business ventures.

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PROGRAMME STRUCTURE-B.B.A. (2026-27 onwards)

Year	Sem.	Course Code	Course Name	Core/ Elective	Credit	Total Marks= 100	
						CIE	ETE
I	I	F010101T	Principles of Management	Major (Core)	4	25	75
		F010102T	Managerial Economics	Major (Core)	3	25	75
		F010103T	Basic Accounting & Its Applications	Major (Core)	3	25	75
		F010104T	Business Statistics & Analytical Tools	Minor(Elective)	3	25	75
		F010105T	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	F010201T	Organizational Behavior	Major (Core)	3	25	75
		F010202T	Business Finance	Major (Core)	4	25	75
		F010203T	Marketing Management & Digital Marketing	Major (Core)	3	25	75
		F010204T	Human Resource Management	Minor(Elective)	3	25	75
		F010205T	Indian Economy for Business	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	F010301T	Cost Accounting	Major (Core)	4		75
		F010302T	Global Business Environment	Major (Core)	3		75
		F010303T	Introduction to Data Analytics for Business	Major (Core)	3		75
		F010304T	Business Laws & Ethics	Minor(Elective)	2		75
		F010305T	Operations & Supply Chain Management	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
		F010401T	Research Methods & Analytics	Major (Core)	4	25	75
		F010402T	Income Tax	Major (Core)	3	25	75
		F010403T	Investment & Financial Analytics	Major (Core)	3	25	75

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	IV	F010404T	Corporate Governance & Compliance	Minor(Elective)	2	25	75
		F010405T	Consumer Behaviour	Minor(Elective)	3	25	75
			Ability Enhancement Course- English Language Skill and Communication	AEC	3		
			Summer Training	ST	2		
III	V	F010501T	Entrepreneurship and Start Up Management	Major (Core)	3	25	75
		F010502T	Strategic Management	Major (Core)	3	25	75
		F010503T	Good and Services Tax	Major (Core)	3	25	75
		F010504T	Strategic Sales and Relationship Management	Major (Core)	3	25	75
		F010505T	Advertising Management	Major (Core)	3	25	75
		F010506T	Business Intelligence Tools and Applications	Major (Core)	3	25	75
		F010507R	Research Project Work	Project	2	25	75
	VI	F010601T	Logistics Management	Major (Core)	4	25	75
		F010602T	Financial Services Management	Major (Core)	4	25	75
		F010603T	Digital Business Management	Major (Core)	4	25	75
		F010604T	Retail Management	Major (Core)	4	25	75
		F010605T	Event Management	Major (Core)	4	25	75

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Semester I

<table>
<tr><td colspan="4" align="center">BBA Syllabus: 2026-27 Onwards</td></tr>
<tr><td colspan="2">Program Class: Degree</td><td>Year: First</td><td>Semester: First</td></tr>
<tr><td colspan="2">Course Code: F010101T</td><td>Course Title: Principles of Management</td><td>Credits: 3</td></tr>
<tr><td colspan="4">Course Outcomes: Upon successful completion of the course, students will be able to:</td></tr>
<tr><td colspan="4">CO1: Understand the concepts, nature, scope, and importance of management.</td></tr>
<tr><td colspan="4">CO2: Explain major management theories and managerial functions.</td></tr>
<tr><td colspan="4">CO3: Apply planning and decision-making techniques in business situations.</td></tr>
<tr><td colspan="4">CO4: Understand organizing, staffing, authority relationships, and coordination mechanisms.</td></tr>
<tr><td colspan="4">CO5: Analyze directing, leadership, motivation, and team management practices.</td></tr>
<tr><td colspan="4">CO6: Understand controlling techniques, business ethics, and emerging trends in digital and AI-enabled management.</td></tr>
<tr><td align="center">Units</td><td colspan="3" align="center">Topics</td></tr>
<tr><td align="center">1</td><td colspan="3">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.</td></tr>
<tr><td align="center">2</td><td colspan="3">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.</td></tr>
<tr><td align="center">3</td><td colspan="3">Organizing and Staffing: Principles of organization; Organization structure; Delegation and decentralization; Coordination; Staffing process; Recruitment, selection and training basics.</td></tr>
<tr><td align="center">4</td><td colspan="3">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.</td></tr>
<tr><td align="center">5</td><td colspan="3">Controlling and Emerging Trends: Meaning and process of controlling; Techniques of managerial control; Business ethics and social responsibility; Digital transformation in management.</td></tr>
<tr><td>Course Practical Requirements</td><td colspan="3">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</td></tr>
<tr><td>Suggested Reference Books</td><td colspan="3">1. Harold Koontz & Heinz Weihrich – Essentials of Management (McGraw Hill Education)
2. L.M. Prasad – Principles and Practice of Management (Sultan Chand & Sons)
3. Stephen P. Robbins & Mary Coulter – Management (Pearson Education)
4. C.B. Gupta – Business Management (Sultan Chand & Sons)
5. P.C. Tripathi & P.N. Reddy – Principles of Management (McGraw Hill Education)
6. V.S.P. Rao & Hari Krishna – Management: Text and Cases (Excel Books)
7. Dr. C.M. Bansal – Business Management (Taxmann Publications)</td></tr>
<tr><td>Suggested</td><td colspan="3">• SWAYAM – https://swayam.gov.in</td></tr>
</table>

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

BBA Syllabus: 2026-27 Onwards		
Program Class: Degree	**Year**: First	**Semester**: First
Course Code: F010102T	**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 – *Managerial Economics* (Vikas Publishing House) (2). H.L. Ahuja – *Managerial Economics* (S. Chand Publishing) (3). P.L. Mehta – *Managerial Economics* (Sultan Chand & Sons) (4). Geetika, Piyali Ghosh & Purba Roy Choudhury – *Managerial Economics* (McGraw Hill Education) (5). Varshney & Maheshwari – *Managerial Economics* (Sultan Chand & Sons) (6). Dominick Salvatore – *Managerial Economics in a Global Economy* (Oxford

	University Press)
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: F010103T	**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 – *Financial Accounting*, Latest Edition, Vikas Publishing House. (2). T.S. Grewal – *Double Entry Book Keeping*, Latest Edition, Sultan Chand & Sons. (3). R.L. Gupta & V.K. Gupta – *Financial Accounting*, Latest Edition, Sultan Chand & Sons. (4). M.C. Shukla & T.S. Grewal – *Advanced Accounts*, Latest Edition, S. Chand Publishing. (5). Jain & Narang – *Financial Accounting*, Latest Edition, Kalyani Publishers. (6). K.K. Nadhani – *Computerized Accounting Using TallyPrime*, 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: F010104T	**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.

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://ndl.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

<table>
<tr><th colspan="3">BBA Syllabus: 2026-27 Onwards</th></tr>
<tr><td>Program Class: Degree</td><td>Year: First</td><td>Semester: Second</td></tr>
<tr><td>Course Code: F010205T</td><td>Course Title: Digital Productivity & AI Tools</td><td>Credits: 2</td></tr>
<tr><td colspan="3">Course Outcomes: Upon successful completion of the course, students will be able to:</td></tr>
<tr><td colspan="3">CO1: Understand digital workplace practices and professional communication requirements in modern business environments.</td></tr>
<tr><td colspan="3">CO2: Use digital tools for workplace organization, task management and productivity enhancement</td></tr>
<tr><td colspan="3">CO3: Develop business presentations, professional profiles and visual communication materials using digital platforms.</td></tr>
<tr><td colspan="3">CO4: Apply collaboration and virtual workplace tools for team coordination and remote work.</td></tr>
<tr><td colspan="3">CO5: Utilize AI-assisted tools for communication, content creation and workplace productivity</td></tr>
<tr><td colspan="3">CO6: Demonstrate ethical, secure and responsible use of digital and AI technologies in business organizations.</td></tr>
<tr><th>Units</th><th colspan="2">Topics</th></tr>
<tr><td>1</td><td colspan="2">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.</td></tr>
</table>

2	**Digital Organization & Productivity Tools:** Digital file and information management; 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. – *Business Communication Today*, Pearson. (2). Guffey, M.E. & Loewy, D. – *Essentials of Business Communication*, Cengage. (3). Alexis Leon & Mathews Leon – *Fundamentals of Information Technology*, Vikas Publishing House. (4). Joan Lambert – *Microsoft Office 365 Step by Step*, Microsoft Press. (5). Ethan Mollick – *Co-Intelligence: Living and Working with AI*. (6). Bernard Marr – *Generative AI in Practice*.
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: F010201T	**Course Title**: Organizational Behavior	**Credits**: 4

Course Outcomes: Upon successful completion of the course, students will be able to:

CO1: Understand the concepts, scope, and importance of organizational behavior in business organizations.

CO2: Analyze individual behavior and personality factors affecting workplace effectiveness.

CO3: Understand interpersonal relationships and group behavior in organizations.

CO4: Examine motivation, leadership, and organizational dynamics in workplace environments.

CO5: Understand organizational culture, stress, conflict, and change management practices.

CO6: Apply organizational behavior concepts in contemporary and digital workplace environments.

Units	Topics
1	**Introduction to Organizational Behavior:** Meaning, nature and scope of organizational behavior; Role and importance of OB in organizational effectiveness; Contributing disciplines to OB; Challenges and opportunities in modern organizations including workforce diversity, technological changes and work-life balance; Organizational behavior in digital business environments.
2	**Individual Behavior in Organizations:** Personality and its determinants; Major personality theories and personality traits; Workplace attitudes and employee behavior; Perception and perceptual errors; Emotional intelligence and workplace effectiveness; Behavioral diversity and workplace adaptability.
3	**Interpersonal & Group Behavior:** Interpersonal behavior and interpersonal effectiveness; Johari Window; Transactional Analysis; Group behavior and group development; Team dynamics and teamwork; Organizational communication and workplace collaboration.
4	**Motivation, Leadership & Organizational Dynamics:** Meaning and importance of motivation; Motivation theories – Maslow, Herzberg and McGregor; Leadership concepts and leadership styles; Power and organizational politics; Conflict and conflict management; Morale and employee behavior.
5	**Organizational Culture & Change:** Organizational culture and climate; Stress management and employee well-being; Organizational change and resistance to change; Organizational development basics; Diversity and inclusion in workplaces; Organizational behavior in virtual and hybrid workplaces.
Course Practical Requirements	(1). Personality and behavioral assessment activities (2). Johari Window and Transactional Analysis exercises (3). Group discussion and team-building activities (4). Leadership style identification and motivation analysis exercises (5). Case studies on workplace conflict, stress and organizational culture (6). Role-play and workplace behavior simulation activities
Suggested Reference Books	(1). Stephen P. Robbins, Timothy Judge & Neharika Vohra – *Organizational Behavior* (Pearson Education) (2). Fred Luthans – *Organizational Behavior* (McGraw Hill Education) (3). K. Aswathappa – *Organizational Behavior* (Himalaya Publishing House) (4). L.M. Prasad – *Organizational Behavior* (Sultan Chand & Sons) (5). Udai Pareek – *Understanding Organizational Behaviour* (Oxford University Press)

	(6). P. Subba Rao – *Organizational Behavior* (Himalaya Publishing House)
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: F010202T	**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** 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. – *Financial Management*, Pearson Education. (2). Chandra, Prasanna – *Financial Management*, McGraw Hill Education. (3). Khan, M.Y. & Jain, P.K. – *Financial Management*, McGraw Hill Education. (4). Rustagi, R.P. – *Financial Management*, Taxmann Publications. (5). Maheshwari, S.N. – *Financial Management*, Sultan Chand & Sons. (6). Gupta, Shashi K. & Sharma, R.K. – *Financial Management*, 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: F010203T	**Course Title**: Marketing Management and Digital Marketing	**Credits**: 3
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 – *Marketing Management*, Pearson Education. (2). Ramaswamy, V.S. & Namakumari, S. – *Marketing Management: Indian Context*, McGraw Hill Education. (3). Saxena, Rajan – *Marketing Management*, McGraw Hill Education. (4). Karunakaran, K. – *Marketing Management*, Himalaya Publishing House. (5). Chaffey, Dave & Ellis-Chadwick, Fiona – *Digital Marketing*, Pearson Education. (6). Ryan, Damian – *Understanding Digital Marketing*, 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

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<table>
<tr><td colspan="4">BBA Syllabus: 2026-27 Onwards</td></tr>
<tr><td>Program Class: Degree</td><td colspan="2">Year: First</td><td>Semester: Second</td></tr>
<tr><td>Course Code: F010204T</td><td colspan="2">Course Title: HUMAN RESOURCE MANAGEMENT</td><td>Credits: 3</td></tr>
<tr><td colspan="4">Course Outcomes: Upon successful completion of the course, students will be able to:</td></tr>
<tr><td colspan="4">CO1: Explain the concepts, functions and strategic role of Human Resource Management in organizations.</td></tr>
<tr><td colspan="4">CO2: Apply workforce planning, recruitment, selection and employee development concepts in organizational contexts.</td></tr>
<tr><td colspan="4">CO3: Analyze performance management, compensation, employee engagement and employee relations practices.</td></tr>
<tr><td colspan="4">CO4: Understand the role of digital technologies and AI applications in modern HR management.</td></tr>
<tr><td colspan="4">CO5: Interpret basic HR metrics and evaluate employee experience initiatives.</td></tr>
<tr><td colspan="4">CO6: Examine emerging workforce trends and their implications for human resource management.</td></tr>
<tr><td>Units</td><td colspan="3">Topics</td></tr>
<tr><td>1</td><td colspan="3">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.</td></tr>
<tr><td>2</td><td colspan="3">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.</td></tr>
<tr><td>3</td><td colspan="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.</td></tr>
<tr><td>4</td><td colspan="3">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.</td></tr>
<tr><td>5</td><td colspan="3">Employee Experience, Workforce Analytics and Future Workforce
Employee Experience and Employee Lifecycle; factors influencing employee experience and organizational effectiveness; Introduction to HR Metrics and 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.</td></tr>
<tr><td>Course Practical Requirements</td><td colspan="3">(1). Preparation of Job Descriptions and Job Specifications for different organizational roles.
(2). Recruitment, selection and interview simulation exercises.</td></tr>
</table>

	(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 – *Human Resource Management*, Pearson Education. (2). Aswathappa, K. – *Human Resource Management*, McGraw Hill Education. (3). Rao, P. Subba – *Personnel and Human Resource Management*, Himalaya Publishing House. (4). Gupta, C.B. – *Human Resource Management*, Sultan Chand & Sons. (5). Rao, V.S.P. – *Human Resource Management*, Taxmann Publications. **(6).** Pattanayak, Biswajeet – *Human Resource Management*, 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: F010205T	**Course Title**: Indian Economy for Business	**Credits**: 4
Course Outcomes: Upon successful completion of the course, students will be able to:		
CO1: Explain the structure, characteristics and performance indicators of the Indian economy.		
CO2: Understand the impact of economic reforms, fiscal policy and monetary policy on business organizations		
CO3: Analyze the role of government initiatives, MSMEs and entrepreneurship in economic development.		
CO4: Examine India's integration with the global economy through trade, FDI and EXIM policies.		
CO5: Evaluate contemporary economic trends and challenges affecting businesses.		
CO6: Assess the implications of emerging economic developments for business growth and sustainability.		

Units	**Topics**
1	**Overview of Indian Economy:** Meaning and scope of economy; Characteristics of the Indian economy; Structure of the Indian economy—Agriculture, Industry and Services sectors; National Income—concept and significance; Human Development Index (HDI); Economic growth and economic development.
2	**Economic Reforms and Government Policies**: Economic Planning in India; Liberalization, Privatization and Globalization (LPG) Reforms; NITI Aayog and policy framework; Industrial policy and economic reforms; Fiscal Policy and its impact on business; Monetary Policy and role of Reserve Bank of India (RBI); Union Budget and its significance for business; Ease of Doing Business initiatives.

3	**Business Environment and Development Initiatives**: Micro, Small and Medium Enterprises (MSMEs) and their contribution to the economy; Startup ecosystem in India; Make in India, Startup India, Stand-Up India and Atmanirbhar Bharat initiatives; Infrastructure development and its role in business growth; Financial inclusion initiatives; Digital India and Digital Economy initiatives.
4	**India and the Global Economy**: India's role in the global economy; Foreign Direct Investment (FDI); International Trade and Balance of Trade; Export-Import (EXIM) Policy; Export promotion measures and trade policies; Trade agreements and regional economic cooperation; India's participation in Global Value Chains; Opportunities and challenges of globalization for Indian businesses.
5	**Emerging Economic Trends and Challenges**: Inflation and unemployment; Sustainable development and Green Economy; Digital Economy and emerging technologies; Skill development and future workforce requirements; Contemporary economic challenges and their business implications; India's growth prospects in a changing global environment.
Course Practical Requirements	(1). Analysis of recent Union Budget highlights and their business implications. (2). Study of major government initiatives such as Startup India and Make in India. (3). Sector-wise analysis of Agriculture, Industry and Services contributions to GDP. (4). Case studies on successful Indian startups and MSMEs. (5). Analysis of economic indicators such as GDP, inflation and unemployment. (6). Study of FDI trends and their impact on Indian industries. (7). Preparation of reports on India's position in global trade. (8). Discussion and presentation on emerging economic challenges. (9). Analysis of digital economy initiatives and their business impact. (10). Review of current economic developments through newspapers and economic surveys.
Suggested Reference Books	(1). Mishra & Puri – *Indian Economy* (Himalaya Publishing House) (2). Ramesh Singh – *Indian Economy* (McGraw Hill Education) (3). Datt & Sundaram – *Indian Economy* (S. Chand Publishing) (4). Francis Cherunilam – *Business Environment* (Himalaya Publishing House) (5). Shaikh Saleem – *Business Environment* (Pearson Education) (6). K. Aswathappa – *Business Environment* (Himalaya Publishing House) (7). Economic Survey of India (Latest Edition) (8). Government of India Budget Documents (Latest Edition)
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). Ministry of Finance, Government of India – https://www.finmin.nic.in (6). NITI Aayog – https://www.niti.gov.in (7). Reserve Bank of India (RBI) – https://www.rbi.org.in (8). Ministry of Commerce & Industry – https://www.commerce.gov.in (9). Economic Survey of India – https://www.indiabudget.gov.in/economicsurvey (10). Invest India – https://www.investindia.gov.in

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BBA 3rd Semester

BBA Syllabus: 2026-27 Onwards		
Program Class: Degree	**Year**: Second	**Semester**: Third
Course Code: F010201T	**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 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 – *Cost and Management Accounting* (Himalaya Publishing House) (2). S.N. Maheshwari & S.K. Maheshwari – *Management Accounting and Financial Control* (Vikas Publishing House) (3). Khan & Jain – *Management Accounting* (McGraw Hill Education) (4). Jawahar Lal – *Cost Accounting* (McGraw Hill Education) (5). Reddy & Murthy – *Management Accounting* (Margham Publications) (6). Charles T. Horngren, Srikant Datar & Madhav Rajan – *Cost Accounting: A*

	Managerial Emphasis (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: F010302T	**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 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 – *International Business: Text and Cases*, PHI Learning. (2). P. Subba Rao – *International Business*, Himalaya Publishing House. (3). Charles W.L. Hill & Arun Kumar Jain – *International Business*, McGraw Hill. (4). Daniels, Radebaugh & Sullivan – *International Business: Environment and Operations*, Pearson. (5). Justin Paul – *International Business*, McGraw Hill. (6). John D. Daniels et al. – *International Business*, 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

BBA Syllabus: 2026-27 Onwards		
Program Class: Degree	**Year**: Second	**Semester**: Third
Course Code: F010303T	**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	Microsoft Excel / Google Sheets ChatGPT Gemini Microsoft Copilot Perplexity AI Google Looker Studio (Demonstration) Power BI (Awareness Level)
Suggested Reference Books	(1). Wayne L. Winston – *Data Analysis and Business Modeling* (Microsoft Press) (2). James R. Evans – *Business Analytics* (Pearson Education) (3). Camm, Cochran, Fry & Ohlmann – *Business Analytics* (Cengage Learning) (4). Albright & Winston – *Business Analytics: Data Analysis and Decision Making* (Cengage Learning) (5). Ramesh Sharda, Dursun Delen & Efraim Turban – *Business Intelligence, Analytics and Data Science* (Pearson Education) (6). David Loshin – *Business Intelligence: The Savvy Manager's Guide* (Morgan Kaufmann)
Suggested Online Learning	SWAYAM NPTEL

Platforms	? National Digital Library of India (NDLI) ? e-PG Pathshala ? Microsoft Learn ? Google Looker Studio Learning Center ? IBM SkillsBuild ? Google Cloud Skills Boost

BBA Syllabus: 2026-27 Onwards		
Program Class: Degree	**Year**: Second	**Semester**: Third
Course Code: F010304T	**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, 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 – *Elements of Mercantile Law* (Sultan Chand & Sons) 2. M.C. Kuchhal & Vivek Kuchhal – *Business Law* (Vikas Publishing House) 3. P.C. Tulsian & Bharat Tulsian – *Business Law* (McGraw Hill Education) 4. C.S. V. Murthy – *Business Ethics and Corporate Governance* (Himalaya Publishing House) 5. Fernando A.C. – *Business Ethics and Corporate Governance* (Pearson Education) 6. Sharma, J.P. – *Corporate Governance, Business Ethics and CSR* (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

BBA Syllabus: 2026-27 Onwards		
Program Class: Degree	**Year**: Second	**Semester**: Third
Course Code: F010305T	**Course Title**: Operations & Supply Chain Management	**Credits**: 3
Course Outcomes: Upon successful completion of the course, students will be able to:		
CO1: Understand the concepts, scope, and importance of operations and supply chain management in organizations.		
CO2: Analyze operational processes and planning decisions for improving organizational efficiency and productivity.		
CO3: Apply inventory and quality management concepts in business operations.		
CO4: Examine the role of logistics and supply chain activities in creating customer value.		
CO5: Understand the impact of technology, analytics, and sustainability on operations and supply chains.		
CO6: Evaluate operational and supply chain challenges in contemporary business environments.		

Units	**Topics**
1	**Introduction to Operations Management** Meaning, scope and importance of Operations Management; Production and Operations Systems; Manufacturing and Service Operations; Functions and responsibilities of Operations Managers; Operations Strategy and Competitiveness; Productivity and Efficiency in Business Operations.
2	**Operations Planning and Control** Process Design and Process Selection; Capacity Planning; Facility Location and

	Layout; Forecasting Concepts and Business Applications; Production Planning and Scheduling; Introduction to Project Management; Quality Management Concepts and Continuous Improvement.
3	**Inventory and Quality Management** Inventory Management: Meaning, objectives and importance; Types of Inventory; Inventory Control Techniques; Economic Order Quantity (EOQ) Concept; Reorder Level and Safety Stock; Quality Management and Quality Assurance; Total Quality Management (TQM); Kaizen and Six Sigma Concepts.
4	**Supply Chain and Logistics Management** Meaning and Importance of Supply Chain Management; Components of Supply Chain; Procurement and Sourcing; Logistics and Distribution Management; Warehousing and Transportation; Supply Chain Coordination and Integration; Customer Service and Supply Chain Performance; Global Supply Chain Challenges.
5	**Technology, Sustainability and Future of Supply Chains** Digital Transformation in Operations and Supply Chains; Enterprise Resource Planning (ERP) Systems; E-Commerce and Omnichannel Supply Chains; Data Analytics and Artificial Intelligence in Operations; Industry 4.0 Concepts; Sustainable and Green Supply Chains; Supply Chain Resilience and Risk Management; Emerging Trends in Operations and Supply Chain Management.
Course Practical Requirements	(1). Study and mapping of manufacturing and service operation processes. (2). Facility layout and process design exercises. (3). Inventory management and EOQ calculations. (4). Quality management case studies. (5). Supply chain mapping of selected products and industries. (6). Logistics and distribution network analysis. (7). Case studies on Amazon, Flipkart, Reliance Retail, DHL and other leading supply chain organizations. (8). ERP and digital supply chain demonstrations. (9). Analysis of AI and automation applications in supply chain management. **(10).** Group project on operational efficiency or supply chain improvement.
Suggested Reference Books	(1). Heizer, Render & Munson – *Operations Management* (Pearson Education) (2). Krajewski, Malhotra & Ritzman – *Operations Management: Processes and Supply Chains* (Pearson Education) (3). Russell & Taylor – *Operations and Supply Chain Management* (Wiley India) (4). Sunil Chopra & Peter Meindl – *Supply Chain Management: Strategy, Planning and Operation* (Pearson Education) (5). B. Mahadevan – *Operations Management: Theory and Practice* (Pearson Education) (6). P. Rama Murthy – *Production and Operations Management* (New Age International)
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). MIT OpenCourseWare https://ocw.mit.edu (6). Coursera https://www.coursera.org (7). edX https://www.edx.org (8). SAP Learning https://learning.sap.com (9). IBM SkillsBuild https://skillsbuild.org (10). Google Cloud Skills Boost https://www.cloudskillsboost.google

Prof. Rajendra Singh (Rajju Bhaiya) University,Prayagraj

Forth Semester

BBA Syllabus: 2026-27 Onwards		
Program Class: Degree	**Year**: Second	**Semester**: Fourth
Course Code: F010401T	**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. (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 – *Research Methodology: Methods and Techniques* (New Age International) (2). Uma Sekaran & Roger Bougie – *Research Methods for Business* (Wiley India) (3). Donald R. Cooper & Pamela S. Schindler – *Business Research Methods* (McGraw Hill Education) (4). Deepak Chawla & Neena Sondhi – *Research Methodology: Concepts and Cases* (Vikas Publishing House) (5). R. Paneerselvam – *Research Methodology* (PHI Learning) (6). Alan Bryman & Emma Bell – *Business Research Methods* (Oxford University Press)
Suggested Online Learning Platforms	• SWAYAM https://swayam.gov.in • NPTEL https://nptel.ac.in • National Digital Library of India (NDLI) https://ndl.iitkgp.ac.in • e-PG Pathshala https://epgp.inflibnet.ac.in • Google Scholar https://scholar.google.com • Directory of Open Access Journals (DOAJ) https://doaj.org • Zotero Documentation https://www.zotero.org • Mendeley Reference Manager https://www.mendeley.com • IBM SPSS Learning Resources https://www.ibm.com/products/spss-statistics • APA Style Official Website https://apastyle.apa.org

BBA Syllabus: 2026-27 Onwards		
Program Class: Degree	**Year**: Second	**Semester**: Fourth
Course Code: F010402T	**Course Title**: Income Tax	**Credits**: 3
Course Outcomes: Upon successful completion of the course, students will be able to:		
CO1: Understand the basic concepts, principles and structure of income taxation in India.		
CO2:Explain the taxability of income under various heads of income.		
CO3:Compute total income and tax liability of individuals.		
CO4: Apply deductions and tax planning provisions for individuals.		
CO5: Understand tax compliance requirements and digital tax administration.		
CO6:Analyze recent developments and practical aspects of income taxation.		

Units	Topics
1	**Fundamentals of Income Tax** Income Tax Act, 1961; Basic Concepts—Income, Agricultural Income, Casual Income, Person, Assessee, Assessment Year, Previous Year, Gross Total Income and Total Income; Tax Planning, Tax Avoidance and Tax Evasion; Residential Status and Tax Incidence; Income Exempt from Tax (Overview).
2	**Heads of Income** Income from Salaries (Sections 15–17); Income from House Property (Sections 22–27); Profits and Gains from Business or Profession (Overview of Sections 28–44);

	Capital Gains (Overview of Sections 45–55); Income from Other Sources (Section 56); Gross Total Income.
3	**Computation of Total Income and Tax Liability** Aggregation of Income; Deductions under Chapter VI-A (Section 80C, 80D, 80CCD and related provisions); Computation of Total Income; Tax Liability of Individuals; Rebate under Section 87A; Old Tax Regime and New Tax Regime (Overview).
4	**Assessment of Individuals** Computation of Taxable Income and Tax Liability of Individuals; Practical Problems relating to various Heads of Income; Calculation of Tax Liability under Old and New Tax Regimes; Overview of Relief and Rebate Provisions.
5	**Practical Aspects of Income Tax and Recent Developments** Permanent Account Number (PAN) and Aadhaar Linking; Tax Deduction at Source (TDS) and Form 16; Filing of Income Tax Returns (ITR); Income Tax Portal and E-Filing Process; Tax Planning for Individuals; Recent Developments in Income Tax Administration.
Course Practical Requirements	1. Computation of taxable income under different heads. 2. Preparation of income tax statements for salaried individuals. 3. Tax planning exercises using deductions under Chapter VI-A. 4. Comparison of Old and New Tax Regimes. 5. Demonstration of Income Tax Return filing process. 6. Familiarization with Income Tax Portal, PAN and TDS. 7. Analysis of recent Union Budget tax proposals. 8. Case studies on individual tax planning.
Suggested Reference Books	1. V.K. Singhania & Monica Singhania – Students' Guide to Income Tax (Taxmann). 2. Girish Ahuja & Ravi Gupta – Systematic Approach to Income Tax (Bharat Law House). 3. H.C. Mehrotra & S.P. Goyal – Income Tax Law and Practice (Sahitya Bhawan). 4. Dr. Vinod K. Singhania – Direct Taxes Law and Practice (Taxmann). 5. T.N. Manoharan – Handbook on Income Tax Laws. 6. R.K. Jain – Income Tax Law and Accounts (SBPD Publications).
Suggested Online Learning Platforms	1. Income Tax Department: https://www.incometax.gov.in 2. Taxmann: https://www.taxmann.com 3. CAclubindia: https://www.caclubindia.com 4. SWAYAM: https://swayam.gov.in 5. NPTEL: https://nptel.ac.in 6. National Digital Library of India: https://ndl.iitkgp.ac.in 7. e-PG Pathshala: https://epgp.inflibnet.ac.in

BBA Syllabus: 2026-27 Onwards		
Program Class: Degree	**Year**: Second	**Semester**: Forth
Course Code: F010403T	**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. 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: F010404T	**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 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 – *Business Ethics and Corporate Governance* (Pearson Education) (2). J.P. Sharma – *Corporate Governance, Business Ethics and CSR* (Ane Books) (3). Christine A. Mallin – *Corporate Governance* (Oxford University Press) (4). Monks & Minow – *Corporate Governance* (Wiley) (5). S.K. Bhatia – *Business Ethics and Corporate Governance* (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://ndl.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

<table>
<tr><td colspan="3" align="center">BBA Syllabus: 2026-27 Onwards</td></tr>
<tr><td>Program Class: Degree</td><td>Year: Second</td><td>Semester: Fourth</td></tr>
<tr><td>Course Code: F010405T</td><td>Course Title: Consumer Behaviour</td><td>Credits: 2</td></tr>
<tr><td colspan="3">Course Outcomes: Upon successful completion of the course, students will be able to:</td></tr>
<tr><td colspan="3">CO1: Understand the concepts, scope and importance of consumer behaviour in marketing decisions.</td></tr>
<tr><td colspan="3">CO2: Explain various consumer behaviour models and factors influencing consumer decisions.</td></tr>
<tr><td colspan="3">CO3: Analyze psychological, personal, social and cultural determinants of consumer behaviour.</td></tr>
<tr><td colspan="3">CO4: Examine the consumer decision-making process and post-purchase behaviour.</td></tr>
<tr><td colspan="3">CO5: Understand consumer behaviour in digital and online environments.</td></tr>
<tr><td colspan="3">CO6: Apply consumer behaviour concepts for developing effective marketing strategies</td></tr>
<tr><td align="center">Units</td><td colspan="2" align="center">Topics</td></tr>
<tr><td align="center">1</td><td colspan="2">Introduction to Consumer Behaviour: Concept, Importance and Scope of Consumer Behaviour; Consumer Research Process; Consumer Behaviour and Marketing Strategy; Consumer Behaviour Models—Economic Model, Psycho-Analytic Model, Sociological Model, Howard-Sheth Model, Nicosia Model and Engel-Kollat-Blackwell Model.</td></tr>
</table>

2	**Individual Determinants of Consumer Behaviour**: Perception and Perceptual Process; Consumer Learning Process; Motivation; Attitude Formation and Attitude Measurement; Personality and Self-Concept; Lifestyle and Consumer Behaviour.
3	**Social and Cultural Influences on Consumer Behaviour**: Family Influence; Reference Groups; Opinion Leaders; Social Class; Culture and Subculture; Personal and Social Influences on Consumer Behaviour; Consumer Communication Process.
4	**Consumer Decision-Making and Consumer Satisfaction:** Consumer Decision-Making Process; Types of Buying Behaviour; Consumer Involvement; Post-Purchase Behaviour; Consumer Satisfaction and Dissatisfaction; Customer Loyalty and Relationship Building; Consumer Protection and Consumer Rights.
5	**Consumer Behaviour in the Digital Era:** Digital Consumer Behaviour; Online Consumer Decision-Making; Social Media Influence on Consumer Behaviour; Online Reviews and Electronic Word-of-Mouth (e-WOM); Mobile Commerce and E-Commerce Behaviour; Consumer Privacy and Ethical Issues; Industrial Buying Behaviour—Concept and Characteristics (Overview); Emerging Trends in Consumer Behaviour.
Course Practical Requirements	(1). Consumer observation and behaviour analysis exercises. (2). Consumer survey design and administration. (3). Analysis of consumer decision-making processes. (4). Case studies on consumer behaviour and marketing strategies. (5). Consumer attitude measurement exercises. (6). Social media and online review analysis. (7). Digital consumer journey mapping. (8). Study of consumer satisfaction and customer loyalty programs. (9). Industrial buying behaviour case analysis. (10). Mini project on consumer behaviour in selected product or service categories.
Suggested Reference Books	(1). Leon G. Schiffman & Joseph Wisenblit – *Consumer Behaviour* (Pearson Education) (2). David L. Loudon & Albert J. Della Bitta – *Consumer Behaviour* (McGraw Hill Education) (3). Michael R. Solomon – *Consumer Behaviour: Buying, Having and Being* (Pearson Education) (4). Satish K. Batra & S.H.H. Kazmi – *Consumer Behaviour* (Excel Books) (5). Suja R. Nair – *Consumer Behaviour in Indian Perspective* (Himalaya Publishing House) (6). Wayne D. Hoyer, Deborah J. MacInnis & Rik Pieters – *Consumer Behaviour* (Cengage Learning)
Suggested Online Learning Platforms	▯ SWAYAM https://swayam.gov.in ▯ NPTEL https://nptel.ac.in ▯ National Digital Library of India (NDLI) https://ndl.iitkgp.ac.in ▯ e-PG Pathshala https://epgp.inflibnet.ac.in ▯ Google Trends https://trends.google.com ▯ HubSpot Academy https://academy.hubspot.com ▯ Meta Blueprint https://www.facebook.com/business/learn ▯ Coursera https://www.coursera.org

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5th Semester

BBA Syllabus: 2026-27 Onwards		
Program Class: Degree	**Year**: Third	**Semester**: Fifth
Course Code: F010501T	**Course Title**: Entrepreneurship and Start Up Management	**Credits**: 3
Course Outcomes: Upon successful completion of the course, students will be able to:		
CO1: Understand the concepts, characteristics and significance of entrepreneurship and startups.		
CO2: Identify business opportunities and apply creativity, innovation and design thinking for venture creation		
CO3: Develop business models and evaluate the feasibility of entrepreneurial ideas		
CO4: Understand the process of startup formation, venture planning and business registration		
CO5: Examine startup financing options, incubation support and entrepreneurial ecosystem initiatives		
CO6: Analyze emerging trends in digital entrepreneurship, social entrepreneurship and innovation-driven ventures		

	Topics
1	**Foundations of Entrepreneurship:** Meaning, Nature and Importance of Entrepreneurship; Characteristics and Functions of Entrepreneurs; Types of Entrepreneurs; Entrepreneurial Competencies; Role of Entrepreneurship in Economic Development; Entrepreneurship in India; Challenges and Opportunities for Entrepreneurs.
2	**Innovation, Design Thinking and Business Model Development:** Creativity and Innovation; Design Thinking—Concept, Principles and Process (Empathize, Define, Ideate, Prototype and Test); Opportunity Recognition and Evaluation; Idea Generation Techniques; Value Proposition; Business Model Concept and Components; Business Model Canvas; Feasibility Analysis of Business Ideas.
3	**Start-up Creation and Venture Planning:** Concept and Characteristics of Startups; Startup Lifecycle; Legal Forms of Business Ownership; Business Registration Process; Intellectual Property Rights (IPR)—Patents, Trademarks and Copyrights (Overview); Team Building and Leadership; Business Plan Preparation; Operational Challenges in Startups
4	**Startup Financing and Entrepreneurial Ecosystem:** Sources of Startup Finance—Bootstrapping, Angel Investment, Venture Capital, Crowdfunding and Bank Finance; Government Support for Startups; Startup India, Stand-Up India and Atmanirbhar Bharat Initiatives; Incubators, Accelerators and Entrepreneurship Development Institutions; Risk and Failure Management in Startups.
5	**Digital Entrepreneurship and Emerging Trends:** Digital Entrepreneurship; E-Commerce Ventures; Social Entrepreneurship; Women Entrepreneurship; Rural Entrepreneurship; AI-enabled Startups; Sustainable Entrepreneurship; Startup Success and Failure Case Studies; Emerging Trends in Entrepreneurship and Startup Ecosystems.
Course Practical Requirements	1. Entrepreneurial competency self-assessment exercises. 2. Opportunity identification and idea generation workshops. 3. Design Thinking activities and problem-solving exercises. 4. Preparation of Business Model Canvas. 5. Feasibility analysis of business ideas. 6. Startup case study analysis. 7. Business plan preparation and presentation. 8. Interaction with entrepreneurs, startup founders and incubators. 9. Analysis of Startup India and incubation support schemes.

	10. Mini project on startup planning and venture creation.
Suggested Reference Books	1. Vasant Desai – Dynamics of Entrepreneurial Development and Management (Himalaya Publishing House). 2. S.S. Khanka – Entrepreneurial Development (S. Chand Publishing). 3. Rajeev Roy – Entrepreneurship (Oxford University Press). 4. Robert D. Hisrich, Michael Peters & Dean Shepherd – Entrepreneurship (McGraw Hill Education). 5. Donald F. Kuratko – Entrepreneurship: Theory, Process and Practice (Cengage Learning). 6. Peter F. Drucker – Innovation and Entrepreneurship (Harper Business).
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. Startup India – https://www.startupindia.gov.in 6. Atal Innovation Mission – https://aim.gov.in 7. Invest India – https://www.investindia.gov.in 8. Ministry of MSME – https://msme.gov.in 9. Y Combinator Startup Library – https://www.ycombinator.com/library 10. Coursera Entrepreneurship Courses – https://www.coursera.org

BBA Syllabus: 2026-27 Onwards		
Program Class: Degree	**Year**: Third	**Semester**: Fifth
Course Code: F010502T	**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 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: F010503T	**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). (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

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BBA Syllabus: 2026-27 Onwards		
Program Class: Degree	**Year**: Third	**Semester**: Fifth
Course Code: F010504T	**Course Title**: Sales and Relationship Management	**Credits**: 3
Course Outcomes: Upon successful completion of the course, students will be able to:		
CO1: Understand the concepts, objectives and strategic importance of sales management.		
CO2: Apply sales planning, forecasting and sales force management techniques		
CO3: Develop relationship management strategies for customer retention and business growth.		
CO4: Analyze key account management and customer value creation approaches.		
CO5: Utilize digital tools and analytics for improving sales effectiveness.		
CO6: Evaluate emerging trends and technology-enabled practices in sales management.		

	Topics
1	**Foundations of Strategic Sales Management:** Nature, Scope and Importance of Sales Management; Evolution of Selling Concepts; Strategic Role of Sales in Organizations; Personal Selling Process; Relationship Selling; Ethical Issues in Sales Management; Contemporary Challenges in Selling.
2	**Sales Planning and Sales Force Management:** Sales Planning and Sales Objectives; Sales Forecasting; Sales Budgeting; Sales Territories and Quotas; Recruitment, Selection, Training and Development of Sales Personnel; Motivation, Compensation and Incentive Plans; Evaluation of Sales Force Performance.
3	**Relationship Management and Key Account Management:** Relationship Management Concepts and Importance; Customer Lifetime Value (CLV); Customer Retention and Loyalty Strategies; Key Account Management; Customer Service and Service Recovery; Complaint Handling and Relationship Enhancement; Building Long-Term Customer Relationships.
4	**Digital Sales and Sales Analytics:** Digital Sales Channels; Social Selling; Sales Funnel and Pipeline Management; Lead Generation and Lead Qualification; Sales Automation Tools; Sales Metrics and Key Performance Indicators (KPIs); Introduction to Sales Analytics and Dashboard Reporting; Omnichannel Sales Management.
5	**Emerging Trends in Sales Management:** Technology-enabled Sales Management; AI Applications in Sales Forecasting and Lead Scoring; Chatbots and Virtual Assistants in Sales Support; Inside Sales and Remote Selling; Data Privacy and Ethical Issues in Sales Technology; Emerging Trends in Sales and Relationship Management.
Course Practical Requirements	(1). Sales presentation and negotiation role plays. (2). Preparation of sales forecasts and sales plans. (3). Sales territory and quota design exercises. (4). Customer relationship and retention case studies. (5). Key account management analysis. (6). Sales funnel and pipeline management exercises. (7). Social selling and digital sales platform demonstrations. (8). Sales KPI and dashboard development using spreadsheets. (9). Analysis of sales strategies of leading organizations. (10). Mini project on sales and relationship management practices.
Suggested Reference Books	(1). Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni & Sandeep Puri – Sales Management: Decisions, Strategies and Cases. (2). Krishna K. Havaldar & Vasant M. Cavale – Sales and Distribution Management. (3). Tapan K. Panda & Sunil Sahadev – Sales and Distribution Management. (4). Ingram, LaForge, Avila, Schwepker & Williams – Sales Management. (5). Jobber & Lancaster – Selling and Sales Management.

	(6). Futrell – Fundamentals of Selling.
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). HubSpot Academy – https://academy.hubspot.com (6). Salesforce Trailhead – https://trailhead.salesforce.com (7). Zoho Learn – https://www.zoho.com/crm/resources (8). LinkedIn Learning – https://www.linkedin.com/learning (9). Coursera – https://www.coursera.org

BBA Syllabus: 2026-27 Onwards		
Program Class: Degree	**Year**: Third	**Semester**: Fifth
Course Code: F010505T	**Course Title**: Advertising Management	**Credits**: 3
Course Outcomes: Upon successful completion of the course, students will be able to:		
CO1: Understand the concepts, objectives and role of advertising in business and marketing communication.		
CO2: Analyze consumer behaviour and advertising appeals for effective communication.		
CO3: Develop advertising strategies and manage advertising campaigns.		
CO4: Evaluate media planning and media selection decisions.		
CO5: Assess advertising effectiveness using traditional and digital advertising metrics.		
CO6: Examine emerging trends and technology-enabled practices in advertising.		

	Topics
1	**Foundations of Advertising :**Meaning, Nature and Importance of Advertising; Objectives and Functions of Advertising; Role of Advertising in Business and Society; Types of Advertising; Advertising Environment; Economic, Social and Ethical Aspects of Advertising; Regulatory Framework of Advertising in India.
2	**Consumer Behaviour and Advertising Strategy:**Consumer Behaviour and Advertising Response; Advertising Appeals—Rational and Emotional Appeals; Motivation and Persuasion in Advertising; Advertising Message Strategy; Creative Process in Advertising; Copywriting; Visualization and Layout; Brand Positioning through Advertising.
3	**Advertising Planning and Campaign Management:** Advertising Planning Process; Advertising Objectives; Advertising Budgeting Methods; Advertising Campaign Planning; Advertising Agencies—Structure, Functions and Types; Client–Agency Relationship; Campaign Execution and Coordination; Advertising Campaign Evaluation.
4	**Media Planning and Advertising Analytics :**Media Planning Process; Media Selection and Scheduling; Traditional Media—Print, Radio, Television and Outdoor Media; Digital Media Platforms; Reach, Frequency and Media Selection Concepts; Advertising Effectiveness Measurement; Advertising Metrics and Key Performance Indicators (KPIs); Introduction to Advertising Analytics and Campaign Performance Evaluation.
5	**Digital Advertising and Emerging Trends:** Search Advertising; Social Media Advertising; Influencer Marketing; Artificial Intelligence Applications in Advertising; Personalized Advertising; Data Privacy and Ethical Issues in Digital Advertising; Emerging Trends in Advertising and Brand Communication.

Course Practical Requirements	(1). Analysis of successful advertising campaigns. (2). Identification and evaluation of advertising appeals. (3). Advertisement copywriting exercises. (4). Creative advertisement design activities. (5). Preparation of advertising plans and advertising budgets. (6). Media planning and media scheduling exercises. (7). Digital advertising campaign analysis. (8). Influencer marketing campaign evaluation. (9). Advertising effectiveness measurement using campaign metrics. (10). Assignment on advertising strategy and campaign development.
Suggested Reference Books	(1). George E. Belch & Michael A. Belch – Advertising and Promotion: An Integrated Marketing Communications Perspective. (2). S.A. Chunawalla & K.C. Sethia – Foundations of Advertising Theory and Practice. (3). William F. Arens, Michael F. Weigold & Christian Arens – Contemporary Advertising. (4). Wells, Moriarty & Burnett – Advertising: Principles and Practice. (5). Jaishri Jethwaney & Shruti Jain – Advertising Management. (6). Terence A. Shimp – Advertising, Promotion and Other Aspects of Integrated Marketing Communications.
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). Google Skillshop – https://skillshop.withgoogle.com (6). Meta Blueprint – https://www.facebook.com/business/learn (7). HubSpot Academy – https://academy.hubspot.com (8). Think with Google – https://www.thinkwithgoogle.com (9). Coursera – https://www.coursera.org (10). LinkedIn Learning – https://www.linkedin.com/learning

BBA Syllabus: 2026-27 Onwards		
Program Class: Degree	**Year**: Third	**Semester**: Fifth
Course Code: F010506T	**Course Title**: Business Intelligence Tools and Applications	**Credits**: 3
Course Outcomes: Upon successful completion of the course, students will be able to:		
CO1: Understand the concepts, architecture and significance of Business Intelligence (BI) in modern organizations.		
CO2: Explain the role of data management and data warehousing in business intelligence systems.		
CO3: Utilize business intelligence tools for reporting, dashboard creation and performance monitoring.		
CO4: Analyze business information for managerial decision-making across functional areas.		
CO5: Evaluate the applications of BI in organizational performance management and decision support.		
CO6: Examine emerging trends, AI applications and ethical considerations in business intelligence.		

	Topics
1	**Foundations of Business Intelligence :**Concept and Evolution of Business Intelligence; Business Intelligence Architecture; Components of BI Systems; Role of BI in Organizational Decision-Making; BI versus Business Analytics; Data-Driven

	Organizations; Applications of Business Intelligence in Business Functions.
2	**Data Management for Business Intelligence:** Business Data Sources; Structured and Unstructured Data; Data Warehousing Concepts; Data Marts; ETL (Extract, Transform and Load) Process—Overview; Data Quality and Data Governance; Overview of Big Data and its Relationship with Business Intelligence.
3	**Business Intelligence Tools and Dashboarding:** Introduction to Business Intelligence Tools; Overview of Microsoft Power BI and Tableau; Business Reporting Concepts; Dashboard Design Principles; Key Performance Indicators (KPIs); Performance Monitoring and Reporting; Data Visualization Best Practices for Business Decision-Making
4	**Business Intelligence Applications:** Business Intelligence Applications in Marketing, Finance, Human Resource Management, Operations and Supply Chain Management; Decision Support Systems (DSS); Executive Information Systems (EIS); Performance Management Systems; Business Intelligence for Strategic and Operational Decision-Making.
5	**Emerging Trends in Business Intelligence :**Cloud-Based Business Intelligence; Self-Service Business Intelligence; Mobile BI; Artificial Intelligence in Business Intelligence; Predictive Business Intelligence Concepts; Data Privacy, Security and Ethical Issues in BI; Future Trends and Innovations in Business Intelligence.
Course Practical Requirements	(1). Introduction to Power BI interface and data connectivity. (2). Importing and preparing business data. (3). Creating charts, reports and interactive visualizations. (4). Designing business dashboards. (5). KPI identification and performance monitoring. (6). Sales dashboard development. (7). Financial dashboard development. (8). Human Resource dashboard development. (9). Business intelligence case study analysis. (10). Mini project using Power BI or Tableau
Suggested Reference Books	(1). Cindi Howson – Successful Business Intelligence: Secrets to Making BI a Killer App. (2). Larissa T. Moss & Shaku Atre – Business Intelligence Roadmap. (3). Carlo Vercellis – Business Intelligence: Data Mining and Optimization for Decision Making. (4). Ramesh Sharda, Dursun Delen & Efraim Turban – Business Intelligence, Analytics and Data Science. (5). David Loshin – Business Intelligence: The Savvy Manager's Guide. (6). Stephen Few – Information Dashboard Design.
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). Microsoft Learn (Power BI) – https://learn.microsoft.com (6). Tableau Learning – https://www.tableau.com/learn (7). Coursera – https://www.coursera.org (8). edX – https://www.edx.org (9). LinkedIn Learning – https://www.linkedin.com/learning

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6th Semester

BBA Syllabus: 2026-27 Onwards		
Program Class: Degree	**Year**: Third	**Semester**: Sixth
Course Code: F010601T	**Course Title**: Logistics Management	**Credits**: 4
Course Outcomes: Upon successful completion of the course, students will be able to:		
CO1: Understand the concepts, objectives and strategic importance of logistics management.		
CO2: Analyze transportation, warehousing and distribution systems for effective logistics operations..		
CO3: Examine logistics information systems and technology-enabled logistics practices.		
CO4: Understand international logistics and global transportation systems.		
CO5: Assess logistics performance and contemporary logistics challenges.		
CO6: Examine emerging trends and innovations in logistics management.		

	Topics
1	**Introduction to Logistics Management :**Meaning, Scope and Importance of Logistics Management; Evolution of Logistics; Objectives and Functions of Logistics; Logistics Planning; Customer Service and Logistics; Logistics Costs; Role of Logistics in Business Competitiveness.
2	**Transportation and Warehousing Management :** Transportation Management; Modes of Transportation; Transportation Networks; Warehousing Functions; Types of Warehouses; Warehouse Operations; Distribution Systems; Role of Transportation and Warehousing in Logistics Management.
3	**Logistics Information Systems:** Logistics Information Systems; Logistics Performance Measurement; Logistics Data and Reporting; RFID and GPS Applications in Logistics; Digital Logistics Platforms; Role of Technology in Logistics Management.
4	**International Logistics Management:** International Logistics Concepts; Global Transportation Systems; Multimodal Transportation; Export-Import Logistics Overview; Customs Procedures and Documentation; Freight Forwarding; Challenges in Global Logistics.
5	**Emerging Trends in Logistics:** E-Commerce Logistics; Last-Mile Delivery; Reverse Logistics; Green Logistics; Artificial Intelligence Applications in Logistics; Future Trends in Logistics Management.
Course Practical Requirements	(1). Analysis of logistics systems of leading organizations. (2). Transportation and warehousing case studies. (3). Logistics performance measurement exercises. (4). Study of logistics information systems. (5). E-commerce logistics and last-mile delivery analysis. (6). International logistics documentation exercises. (7). Green logistics and sustainability assessment. (8). Evaluation of logistics technology applications. (9). Reverse logistics case studies. (10). Project on logistics management practices of a selected organization.
Suggested Reference Books	(1). Martin Christopher – Logistics and Supply Chain Management. (2). Ronald H. Ballou – Business Logistics Management. (3). Bowersox, Closs & Cooper – Supply Chain Logistics Management. (4). Donald Waters – Logistics: An Introduction to Supply Chain Management. (5). Pierre A. David & Richard Stewart – International Logistics. (6). John Mangan, Chandra Lalwani & Tim Butcher – Global Logistics and Supply Chain Management.

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Suggested Online Learning Platforms	(1). SWAYAM – https://swayam.gov.in (2). NPTEL – https://nptel.ac.in (3). MIT OpenCourseWare – https://ocw.mit.edu (4). Coursera – https://www.coursera.org (5). edX – https://www.edx.org (6). CSCMP – https://cscmp.org (7). CILT – https://www.ciltinternational.org

BBA Syllabus: 2026-27 Onwards		
Program Class: Degree	**Year**: Third	**Semester**: Sixth
Course Code: F010602T	**Course Title**: Financial Services Management	**Credits**: 4
Course Outcomes: Upon successful completion of the course, students will be able to:		
CO1: Understand the nature, scope and role of financial services in the economy.		
CO2: Examine banking, insurance and other financial services available to individuals and businesses.		
CO3: Analyze investment and retirement-related financial service products		
CO4: Understand risk management and regulatory requirements in financial services		
CO5: Evaluate customer-centric financial services and consumer protection mechanisms.		
CO6: Examine emerging trends and innovations in the financial services sector.		

	Topics
1	**Introduction to Financial Services** Concept, Nature and Scope of Financial Services; Role of Financial Services in Economic Development; Structure of Financial Services Sector in India; Banking, Insurance, Mutual Funds and Pension Services; Financial Inclusion.
2	**Banking and Insurance Services** Banking Services and Products; Retail Banking; Digital Banking Services; Insurance Services—Life, Health and General Insurance; Bancassurance; Customer Service in Banking and Insurance.
3	**Investment and Retirement Services** Mutual Funds; Systematic Investment Plans (SIPs); Wealth Management Services; Pension Funds and Retirement Planning Services; Investor Protection and Grievance Redressal
4	**Risk, Regulation and Compliance** Types of Financial Risks; Risk Management in Financial Services; Regulatory Framework of RBI, SEBI, IRDAI and PFRDA; Compliance Requirements; Consumer Protection in Financial Services; Ethical Practices in Financial Services.
5	**Emerging Financial Services:** FinTech Ecosystem; Payment Banks and Small Finance Banks; InsurTech; Digital Financial Inclusion; Emerging Trends in Financial Services.
Course Practical Requirements	1. Case studies on banking, insurance, mutual funds, fintech. 2. Comparison of basic financial products. 3. Study and presentation of one financial institution. 4. Mapping roles of RBI, SEBI, IRDAI, PFRDA. 5. Digital finance activities (UPI, mobile banking). 6. Group presentation on fintech/insurtech trends. 7. Mini project on financial services awareness. 8. Scenario-based class discussions. 9. Reflections on financial service experiences.

Suggested Reference Books	(1). Khan, M. Y. – Financial Services. (2). Bhalla, V. K. – Financial Services Management. (3). Gordon & Natarajan – Financial Markets and Services. (4). Srinivasan, N. P. – Financial Services and Systems. (5). Vasanth Desai – Financial Markets and Financial Services. (6). Sharma, P. – वित्तीय सेवाएँ प्रबंधन. (7). अग्रवाल, S. – भारतीय वित्तीय सेवाएँ एवं प्रणाली.
Suggested Online Learning Platforms	(1). SWAYAM – https://swayam.gov.in (2). NPTEL – https://nptel.ac.in (3). Coursera – https://www.coursera.org (4). edX – https://www.edx.org (5). Khan Academy (Finance) – https://www.khanacademy.org (6). RBI Financial Education – https://www.rbi.org.in (7). SEBI Investor Education – https://investor.sebi.gov.in

BBA Syllabus: 2026-27 Onwards		
Program Class: Degree	**Year**: Third	**Semester**: Sixth
Course Code: F010603T	**Course Title**: Digital Business Management	**Credits**: 4
Course Outcomes: Upon successful completion of the course, students will be able to:		
CO1: Understand the concepts and significance of digital business in the modern economy.		
CO2: Examine digital business models and platform-based business ecosystems.		
CO3: Analyze digital customer experience and digital business operations.		
CO4: Understand digital commerce and digital payment systems.		
CO5: Evaluate emerging trends and challenges in digital business management.		
CO6: Apply Digital business concepts and strategies to contemporary business situations and decision making.		

	Topics
1	**Introduction to Digital Business**: Concept and Evolution of Digital Business; Digital Economy; Digital Transformation; Scope and Importance of Digital Business; Opportunities and Challenges in Digital Business.
2	**Digital Business Models**: E-Commerce Business Models; Platform-Based Business Models; Subscription and Sharing Economy Models; Digital Value Creation; Case Studies of Digital Businesses.
3	**Digital Customer Experience and Business Operations**: Digital Customer Experience; Customer Engagement in Digital Businesses; Omnichannel Business Concepts; Digital Service Delivery; Role of Automation in Business Operations.
4	**Digital Commerce and Payments:** Digital Commerce Ecosystem; Online Marketplaces; Digital Payment Systems; UPI and Mobile Payments; Cybersecurity and Consumer Trust.
5	**Emerging Trends in Digital Business** :Artificial Intelligence in Business; Cloud-Based Business Solutions; Gig Economy; Digital Entrepreneurship; Future Trends in Digital Business.
Course Practical Requirements	1. Analysis of digital business models of leading companies. 2. Comparative study of e-commerce platforms. 3. Evaluation of customer experience in digital businesses. 4. Study of digital payment systems and UPI ecosystem.

	5. Case study on digital transformation of a traditional business. 6. Presentation on emerging trends in digital business. 7. Analysis of platform-based business models 8. Mini project on a digital business venture.
Suggested Reference Books	1. Chaffey, D. – Digital Business and E-Commerce Management. 2. Laudon, K. C. & Traver, C. G. – E-Commerce: Business, Technology and Society. 3. Rogers, D. – The Digital Transformation Playbook. 4. Parker, Van Alstyne & Choudary – Platform Revolution. 5. Turban et al. – Electronic Commerce.
Suggested Online Learning Platforms	1. SWAYAM – https://swayam.gov.in 2. NPTEL – https://nptel.ac.in 3. Coursera – https://www.coursera.org 4. edX – https://www.edx.org 5. Google Digital Garage – https://learndigital.withgoogle.com

BBA Syllabus: 2026-27 Onwards		
Program Class: Degree	**Year**: Third	**Semester**: Sixth
Course Code: F010604T	**Course Title**: Retail Management	**Credits**: 4
Course Outcomes: Upon successful completion of the course, students will be able to:		
CO1: Understand the concepts, scope and significance of retail management in modern business.		
CO2: :Analyze retail consumer behaviour and customer experience in retail environments		
CO3: Examine retail operations, merchandising and store management practices		
CO4: Evaluate retail marketing strategies and technology applications in retailing		
CO5: Assess emerging trends and innovations in the retail sector.		
CO6: Apply retail management concepts to improve customer satisfaction and business performance		

	Topics
1	**Introduction to Retail Management:** Meaning, Nature and Scope of Retailing; Types of Retail Formats; Evolution and Growth of Retailing in India; Organized and Unorganized Retailing; Retail Environment and Emerging Trends in India..
2	**Retail Consumer and Customer Experience:** Retail Consumer Behaviour; Consumer Decision-Making Process; Factors Influencing Retail Buying Behaviour; Customer Experience Management; Customer Satisfaction and Loyalty.
3	**Retail Operations and Store Management:** Retail Store Location and Layout; Visual Merchandising; Inventory Management in Retail; Category Management; Store Operations and Performance Management.
4	**Retail Marketing and Technology:** Retail Marketing Mix; Retail Branding and Private Labels; Pricing and Promotion Strategies; Role of Technology in Retail; E-Commerce and Omnichannel Retailing.
5	**Emerging Trends in Retail Management:** Customer Relationship Management (CRM) in Retail; Sustainable Retailing; Retail Analytics and Business Insights; Artificial Intelligence Applications in Retail; Future Trends in Retail Management
Course Practical Requirements	1. Retail store observation and analysis. 2. Comparative study of different retail formats. 3. Visual merchandising assessment of a retail outlet. 4. Customer experience evaluation in retail stores.

	5. Retail branding and private label analysis. 6. Study of inventory management practices in retail organizations. 7. Comparative analysis of e-commerce platforms. 8. Retail technology adoption study. 9. Analysis of customer loyalty programs. 10. Project on a local retail business.
Suggested Reference Books	1. Bajaj, C. – Retail Management. 2. Pradhan, S. – Retailing Management. 3. Berman, B. & Evans, J. R. – Retail Management: A Strategic Approach. 4. Levy, M. & Weitz, B. – Retailing Management. 5. Jhamb, D. & Singh, R. – Retail Management. 6. शर्मा, अ. – खुदरा प्रबंधन. 7. वर्मा, पी. – खुदरा प्रबंधन एवं रणनीति.
Suggested Online Learning Platforms	1. SWAYAM – https://swayam.gov.in 2. NPTEL – https://nptel.ac.in 3. Coursera – https://www.coursera.org 4. edX – https://www.edx.org 5. National Retail Federation (NRF) – https://nrf.com 6. * Harvard Business Review – Retail Management Resources

BBA Syllabus: 2026-27 Onwards		
Program Class: Degree	**Year**: Third	**Semester**: Sixth
Course Code: F010605T	**Course Title**: Event Management	**Credits**: 4
Course Outcomes: Upon successful completion of the course, students will be able to:		
CO1: Understand the concepts, scope and significance of event management..		
CO2: Apply event planning and budgeting techniques for successful event execution.		
CO3: Examine operational and promotional aspects of event management.		
CO4: Understand legal, ethical and risk management issues associated with events		
CO5: Evaluate event performance using appropriate measures and reporting techniques		
CO6: Apply event management concepts in planning and organizing professional events		

	Topics
1	**Introduction to Event Management**: Meaning, Scope and Importance of Event Management; Types of Events—Corporate, Social, Educational, Cultural and Sports Events; Role and Responsibilities of an Event Manager.
2	**Event Planning and Budgeting**: Event Planning Process; Event Objectives and Target Audience; Budgeting and Financial Planning; Event Scheduling and Time Management.
3	**Event Operations and Promotion:** Venue Selection; Logistics and Resource Management; Event Marketing and Promotion; Digital and Social Media Promotion
4	**Legal and Risk Management**: Licenses and Contracts; Regulatory Compliance; Risk and Safety Management; Insurance and Liability Issues.
5	**Event Evaluation and Emerging Trends:** Event Evaluation and Feedback Collection; Key Performance Indicators (KPIs) and Return on Investment (ROI); Virtual and Hybrid Events; Emerging Trends in Event Management.

Course Practical Requirements	1. Preparation of an event plan for a college or community event. 2. Development of an event budget. 3. Preparation of an event schedule and activity timeline. 4. Design of an event promotion campaign. 5. Venue selection and logistics planning exercise. 6. Analysis of successful event management case studies. 7. Preparation of a post-event evaluation report. 8. Group project on organizing a mock event.
Suggested Reference Books	1. Anton Shone & Bryn Parry – Successful Event Management. 2. Lynn Van Der Wagen – Event Management. 3. Julia Rutherford Silvers – Professional Event Coordination. 4. Razaq Raj, Paul Walters & Tahir Rashid – Events Management. 5. Bhatia, A. K. – Event Management.
Suggested Online Learning Platforms	1. SWAYAM – https://swayam.gov.in 2. NPTEL – https://nptel.ac.in 3. Coursera – https://www.coursera.org 4. * edX – https://www.edx.org