

Re-entry Criteria into Second Year (Third Semester)

The student who takes an exit after one year with the award of a certificate may be allowed to re-enter in the third Semester for completion of the BBA Program as per the Institute's schedule after earning requisite credits in the First year.

Scheme of Studies and Examination**BBA – 3rd Semester****w.e.f. 2026-27**

Sr. No.	Category	Course Code	Course Title	Hours per Week			Total Load Per Week	Credits	Examination Schedule (Marks)			
				L	T	P			Formative Assessment	Summative Assessment	Practical / Viva- Voce	Total
1	Core Course	CC-BBA-201B	Cost and Management Accounting	3	1	0	4	4	30	70	-	100
2	Core Course	CC-BBA-203B	Legal and Ethical Issues in Business	3	1	0	4	4	30	70	-	100
3	Core Course	CC-BBA-205B	Human Resource Management	3	1	0	4	4	30	70	-	100
4	Multi-Disciplinary Elective Course	MDE-BBA-201B	Indian Systems of Health and Wellness	1	1	0	2	2	100	-	-	100
5	Value Added Course	VAC-BBA-201B	Disaster Management	0	0	4	4	2	100	-	-	100
6	Skill Enhancement Course	SEC-BBA-201B	Management Information System (Theory)	2	0	0	2	2	20	50	-	100
			Management Information System (Practical)	0	0	4	4	2	10	-	20	
Total Credits								20				600

Note:

- The duration of all the end-term theory examinations shall be 3 hours.
- The Criteria for awarding the formative assessment of 30 marks throughout the Program shall be as under:
 - Sessional Examination: 50% of Assessment marks.
 - Assignments/ Presentations/ Seminars and Class Participation: 30% of Assessment marks.
 - Attendance: 20% of Assessment marks.
(Less than 65% - 0% of Attendance marks; 65%-74.99% - 25% of Attendance marks; 75%-79.99% - 45% of Attendance marks; 80%-84.99% - 60% of Attendance marks; 85%-89.99% - 80% of Attendance marks; 90%-100% - 100% of Attendance marks)

The Criteria for awarding the Formative assessment of the practical course throughout the Program shall be as under:

- Practical Assignments/Practical File: 06 Marks (60% Weightage of Assessment)
- Attendance (Criteria as mentioned above in 2(c)): 04 marks (40% Weightage of Assessment)

3. The panel of examiners for end-semester theory examinations shall be prepared and approved by the BOS, comprising internal and external examiners based on their expertise, specialization, and area of interest.

- The formative assessment criteria for the **Multi-Disciplinary Course** in Semester III will be as follows:

Sessional Test	30 Marks
Assignment/ Case Study/ Mini Project	30 Marks
Book Review/ Essay/ Seminar	15 Marks
Quiz/ Group Discussion/ Debate	20 Marks
Attendance (Criteria as mentioned above in 2(c))	05 Marks

- The formative assessment criteria for the **Value Added Course** in Semester III will be as follows:

Regular Assessment through observation and class discussion	40 Marks
Field Work (Report)/ Mini Project	30 Marks
Assignment	25 Marks
Attendance (Criteria as mentioned above in 2(c))	05 Marks

Scheme of Studies and Examination
BBA – 4th Semester
w.e.f. 2026-27

Sr. No.	Category	Course Code	Course Title	Hours per Week			Total Load Per Week	Credits	Examination Schedule (Marks)			
				L	T	P			Formative Assessment	Summative Assessment	Practical / Viva-Voce	Total
1	Core Course	CC-BBA-202B	Entrepreneurship and Startup Ecosystem	1	1	0	2	2	30	70	-	100
2	Core Course	CC-BBA-204B	Operations Management	3	1	0	4	4	30	70	-	100
3	Core Course	CC-BBA-206B	Financial Management	3	1	0	4	4	30	70	-	100
4	Core Course	CC-BBA-208B	Business Research Methodology	3	1	0	4	4	30	70	-	100
5	Core Course	CC-BBA-210B	International Business	2	0	0	2	2	30	70	-	100
6	Value Added Course	VAC-BBA-202B	Business Environment and Public Policy	2	0	0	2	2	100	-	-	100
7	Skill Enhancement Course	SEC-BBA-202B	Design Thinking and Innovation	1	1	0	2	2	30	70	-	100
Total Credits								20				700

Note:

1. The duration of all the end-term theory examinations shall be 3 hours.
2. The Criteria for awarding the formative assessment of 30 marks throughout the Program shall be as under:
 - a) Sessional Examination: 50% of Assessment marks.
 - b) Assignments/ Presentations/ Seminars and Class Participation: 30% of Assessment marks.
 - c) Attendance: 20% of Assessment marks.(Less than 65% - 0% of Attendance marks; 65%-74.99% - 25% of Attendance marks; 75%-79.99% - 45% of Attendance marks; 80%-84.99% - 60% of Attendance marks; 85%-89.99% - 80% of Attendance marks; 90%-100% - 100% of Attendance marks)

The Criteria for awarding the Formative assessment of the practical course throughout the Program shall be as under:

- a) Practical Assignments/Practical File: 06 Marks (60% Weightage of Assessment)
b) Attendance (Criteria as mentioned above in 2(c)): 04 marks (40% Weightage of Assessment)

3. The panel of examiners for end-semester theory examinations shall be prepared and approved by the BOS, comprising internal and external examiners based on their expertise, specialization, and area of interest.

4. The formative assessment criteria for **Value Added Course** in Semester IV will be as follows:

Sessional Test	30 Marks
Class Assignment/ Case Study/ Mini Project	35 Marks
Quiz/ Seminar/ Group Discussion/ Debate	30 Marks
Attendance (Criteria as mentioned above in 2(c))	05 Marks

5. At the end of the Fourth Semester, every student shall undergo Summer Training/ Internship/ Capstone for 08 Weeks (online/offline/hybrid) in the industry/ Research or Academic Institute. This component will be evaluated during the fifth semester.

6. Exit Criteria after Second Year of BBA Program

The students shall have an option to exit after 2nd year of Business Administration Program and will be awarded with a UG Diploma in Business Administration. Students on exit have to compulsorily complete an additional 04 Credits either in a Skill-based subject or work based Vocational Course offered during the summer term or Internship/ Apprenticeship/ Social Responsibility & Community Engagement encompassing community engagement with an NGO/ Capstone Project after the fourth semester of a minimum of 8 weeks of duration as decided by the Institute (securing 84 credits).The exiting students will clear the subject/ submit the Internship Report as per the Institute schedule.

Total Credits (20+20+20+20=80+4) for UG Diploma (Business Administration)	84
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Re-entry Criteria into Third Year (Fifth Semester)

The student who takes an exit after the second year with an award of Diploma may be allowed to re-enter into fifth Semester for completion of the BBA Program as per the University schedule after earning requisite credits in the Second year.

Scheme of Studies and Examination

BBA – 5th Semester

Sr. No.	Category	Course Code	Course Title	Hours per Week			Total Load Per Week	Credits	Examination Schedule (Marks)			
				L	T	P			Formative Assessment	Summative Assessment	Practical / Viva-Voce	Total
1	Core Course	CC-BBA-301B	Strategic Management	3	1	0	4	4	30	70	-	100
2	Core Course	CC-BBA-303B	Logistics and Supply Chain Management	3	1	0	4	4	30	70	-	100
3	Discipline Specific Elective	Table-I Discipline Specific Elective	Specialization-I (Course-1)	3	1	0	4	4	30	70	-	100
4	Discipline Specific Elective	Table-I Discipline Specific Elective	Specialization-II (Course-1)	3	1	0	4	4	30	70	-	100
5	Discipline Specific Elective	Table-I Discipline Specific Elective	Additional DSE (3-1-0) (Audit Course) *	-	-	-	-	No Credit	-	-	-	-
6	Internship	INT-BBA-301B	Summer Internship Report/Capstone Project	-	-	-	4	4	-	-	100	100
Total Credit								20				500

Note:

- The duration of all the end-term theory examinations shall be 3 hours.
- The Criteria for awarding the formative assessment of 30 marks throughout the Program shall be as under:
 - Sessional Examination: 50% of Assessment marks.
 - Assignments/ Presentations/ Seminars and Class Participation: 30% of Assessment marks.
 - Attendance: 20% of Assessment marks.
(Less than 65% - 0% of Attendance marks; 65%-74.99% - 25% of Attendance marks; 75%-79.99% - 45% of Attendance marks; 80%-84.99% - 60% of Attendance marks; 85%-89.99% - 80% of Attendance marks; 90%-100% - 100% of Attendance marks)
- The panel of examiners for end-semester theory examinations shall be prepared and approved by the BOS, comprising internal and external examiners based on their expertise, specialization, and area of interest.
- *An Audit Course is a non-credit course that is undertaken for learning purposes only. If successfully completed, the audit course may be recorded. Additional DSE is an Audit Course (Non-Credit but compulsory) to be opted by the student from the list of specializations offered other than the two specialisations chosen by her/ him.
- Four credits of internship earned by a student during summer internship after the 2nd semester or 4th semester will be counted in the 5th semester of a student who pursues a 3-year UG Program without taking the exit option.
- The criteria for Internship Evaluation will be as follows:
After completion of internship, students need to prepare a comprehensive report highlighting their learning and takeaways during the internship period. The internship report prepared after completion shall be assessed in the 5th semester as a compulsory course. The candidates will submit the internship report in the prescribed format designed by the department. The report shall be signed by the Internship Supervisor from respective Department and Mentor from the internship-providing organisations. Evaluation of internship report and viva-voce will be jointly conducted by the Internship Supervisor and Mentor on the time and date notified by the concerned HoD. The mentor from host organization may participate in the evaluation through online/ offline mode. In case of nonavailability of the respective mentor, the available relevant mentor as decided by the concerned head of the department, may be utilized for the purpose of evaluation.
Suggested distribution of marks will be as below:
Assessment by Mentor- 30 Marks (Skills learned- 15 Marks; Regularity- 10 Marks; Conduct- 5 Marks)
Internship Report - 40 Marks, Viva-Voce - 30 Marks
- The student shall start working on the Major Project in this semester as per the guidelines. It will be evaluated in sixth semester as a compulsory paper.
- Students are required to choose any two specialization areas offered under a dual specialization scheme from the given three groups, selecting not more than one specialization from one Group. A minimum of TWENTY students is required to offer any specialization area from any two groups. The specialisation area opted for in the 5th Semester would remain the same in all further semesters.

GROUP A	GROUP-B	GROUP-C
Human Resource Management	Marketing	Finance
Business Analytics	Supply Chain Management	International Business

Scheme of Studies and Examination

BBA – 6th Semester

Sr. No.	Category	Course Code	Course Title	Hours per Week			Total Load Per Week	Credits	Examination Schedule (Marks)			
				L	T	P			Formative Assessment	Summative Assessment	Practical / Viva-Voce	Total
1	Core Course	CC-BBA-302B	Project Management	3	1	0	4	4	30	70	-	100
2	Core Course	CC-BBA-304B	Business Taxation	2	0	0	2	2	30	70	-	100
3	Discipline Specific Elective	Table-I Discipline Specific Elective	Specialization-I (Course-2)	3	1	0	4	4	30	70	-	100
4	Discipline Specific Elective	Table-I Discipline Specific Elective	Specialization-II (Course-2)	3	1	0	4	4	30	70	-	100
5	Discipline Specific Elective	Table-I Discipline Specific Elective	Additional DSE (3-1-0) (Audit Course) *	-	-	-	-	No Credit	-	-	-	-
6	Skill Enhancement Course	SEC-306B	Corporate Governance	2	0	0	2	2	30	70	-	100
7	Project Report	RP-BBA-302B	Major Project Report	-	-	-	4	4	-	-	100	100
Total Credits								20				600
Note: 1. *An Audit Course is a non-credit course that is undertaken for learning purposes only. If successfully completed, the audit course may be recorded. Additional DSE is an Audit Course (Non-Credit but compulsory) to be opted by the student from the list of specializations offered other than the two specialisations chosen by her/ him. 2. Students exiting the Program shall be awarded a 3-year Bachelor of Business Administration upon securing 120 credits. 3. At the end of the Sixth Semester, Students opting for 4th year of BBA (Honours) shall undergo Summer Internship-II for 08 Weeks (online/offline/hybrid) in the industry/ Research or Academic Institute. This component will be evaluated during the Seventh semester. The candidates will submit the SIR in the manner specified in the Ordinance. 4. In case of the Project reports/ Dissertation/ Research Project, the assessment shall be jointly carried out by the internal and external examiners. There shall be no Internal assessment component for Dissertation/ Project Report. External examiners shall be invited from amongst the panel of examiners recommended by the department BOS.												
Total Credits (20+20+20+20+20+20) for 3-Year UG Degree in Business Administration												120

Exit Criteria after Third Year of BBA Program

The students shall have an option to exit after 3rd year of Business Administration Program and will be awarded with a Bachelor's in Business Administration.

Re-entry Criteria into Fourth Year (Seventh Semester)

The student who takes an exit after third year with an award of BBA may be allowed to re-enter into the seventh semester for completion of the BBA (Honours) or BBA (Honours with Research) Program as per the University schedule after earning requisite credits in the Third year.

Minimum eligibility criteria for opting the course in the fourth year will be as follows:

- **BBA (Honours with Research):** Minimum 75% marks or equivalent CGPA in BBA Degree up to Sixth Semester.
- **For BBA (Honours):** BBA Degree

Scheme of Studies and Examination

BBA – 7th Semester (Honours)

Sr. No.	Category	Course Code	Course Title	Hours per Week			Total Load Per Week	Credits	Examination Schedule (Marks)			
				L	T	P			Formative Assessment	Summative Assessment	Practical / Viva-Voce	Total
1	Core Course	CC-BBA-H-401B	Entrepreneurial Leadership	2	2	0	4	4	30	70	-	100
2	Discipline Specific Elective	Table-I Discipline Specific Elective	Specialization-I (Course-3)	3	1	0	4	4	30	70	-	100
3	Discipline Specific Elective	Table-I Discipline Specific Elective	Specialization-II (Course-3)	3	1	0	4	4	30	70	-	100
4	Open Elective	OE-BBA-H-401B	AI for Business	3	1	0	4	4	30	70	-	100
5	Internship	INT-BBA-H-401B	Internship Report-II	-	-	-	-	4	-	-	100	100
Total Credits								20				500

Note:

- The duration of all the end-term theory examinations shall be 3 hours.
 - The Criteria for awarding the formative assessment of 30 marks throughout the Program shall be as under:
 - Sessional Examination: 50% of Assessment marks.
 - Assignments/ Presentations/ Seminars and Class Participation: 30% of Assessment marks.
 - Attendance: 20% of Assessment marks.
(Less than 65% - 0% of Attendance marks; 65%-74.99% - 25% of Attendance marks; 75%-79.99% - 45% of Attendance marks; 80%-84.99% - 60% of Attendance marks; 85%-89.99% - 80% of Attendance marks; 90%-100% - 100% of Attendance marks)
- The Criteria for awarding the Formative assessment of the practical course throughout the Program shall be as under:
- Practical Assignments/Practical File : 06 Marks (60% Weightage of Assessment)
 - Attendance (Criteria as mentioned above in 2(c)) : 04 marks (40% Weightage of Assessment)
- The panel of examiners for end-semester theory examinations shall be prepared and approved by the BOS, comprising internal and external examiners based on their expertise, specialization, and area of interest.
 - The criteria for Internship Evaluation will be as follows:

After completion of internship, students need to prepare a comprehensive report highlighting their learning and takeaways during the internship period. The internship report prepared after completion shall be assessed in the 5th semester as a compulsory course. The candidates will submit the internship report in the prescribed format designed by the department. The report shall be signed by the Internship Supervisor from respective Department and Mentor from internship providing organisations. Evaluation of internship report and viva-voce will be jointly conducted by Internship Supervisor and Mentor on the time and date notified by the concerned HoD. The mentor from host organization may participate in the evaluation through online/ offline mode. In case of nonavailability of respective mentor, the available relevant mentor as decided by the concerned head of the department, may be utilized for the purpose of evaluation.

Suggested distribution of marks will be as below:
 Assessment by Mentor- 30 Marks (Skills learned- 15 Marks; Regularity- 10 Marks; Conduct- 5 Marks)
 Internship Report - 40 Marks and Viva-Voce - 30 Marks
 - In the Seventh Semester, every student has to submit a synopsis for a dissertation to the department prepared in consultation with his/ her Research Supervisor and appear before a Research Advisory Committee (RAC) constituted by the concerned Department. This component will be evaluated during the eighth semester.

Scheme of Studies and Examination
BBA (Honours) – 8th Semester (Honours)

Sr. No.	Category	Course Code	Course Title	Hours per Week			Total Load Per Week	Credits	Examination Schedule (Marks)			
				L	T	P			Formative Assessment	Summative Assessment	Practical / Viva-Voice	Total
1	Discipline Specific Elective	Table I: Discipline-Specific Elective	Specialization-I (Course-4)	3	1	0	4	4	30	70	-	100
2	Discipline Specific Elective	Table I: Discipline-Specific Elective	Specialization-II (Course-4)	3	1	0	4	4	30	70	-	100
3	Discipline Specific Elective	Table I: Discipline-Specific Elective	Specialization-I (Course-5) OR Specialization-II (Course-5)	3	1	0	4	4	30	70	-	100
4	Research Project/Dissertation	RP-BBA-H-402B	Dissertation Work	-	-	-		8			200	200
Total Credits								20				500
Note: 1. In case of the Project reports/ Dissertation/ Research Project, the assessment shall be jointly carried out by the internal and external examiners. There shall be no Internal assessment component for Dissertation/ Project Report. External examiners shall be invited from amongst the panel of examiners recommended by the department BOS.												
Total Credits (20+20+20+20+20+20+20+20) for Four Year BBA Honours												160

Scheme of Studies and Examination
BBA – 7th Semester (Honours with Research)

Sr. No.	Category	Course Code	Course Title	Hours per Week			Total Load Per Week	Credits	Examination Schedule (Marks)			
				L	T	P			Formative Assessment	Summative Assessment	Practical / Viva-Voce	Total
1	Core Course	CC-BBAR-401B	Advanced Data Analysis Tools (Theory)	2	0	0	2	2	20	50	-	70
			Advanced Data Analysis Tools (Practical)	0	0	4	4	2	10	-	20	30
2	Core Course	CC-BBAR-403B	Advanced Research Methodology (Theory)	2	0	0	2	2	20	50	-	70
			Advanced Research Methodology (Practical)	0	0	4	4	2	10	-	20	30
3	Discipline Specific Elective	Table-I Discipline Specific Elective	Specialization-I (Course-3)	3	1	0	4	4	30	70	-	100
4	Discipline Specific Elective	Table-I Discipline Specific Elective	Specialization-II (Course-3)	3	1	0	4	4	30	70	-	100
5	Internship Report	INT-BBAR-401B	Internship Report	-	-	-	-	4	-	-	100	100
Total Credits								20				500

Note:
1. The criteria for Internship Evaluation will be as follows:
 After completion of internship, students need to prepare a comprehensive report highlighting their learning and takeaways during the internship period. The internship report prepared after completion shall be assessed in the 5th semester as a compulsory course. The candidates will submit the internship report in the prescribed format designed by the department. The report shall be signed by the Internship Supervisor from respective Department and Mentor from internship providing organisations. Evaluation of internship report and viva-voce will be jointly conducted by Internship Supervisor and Mentor on the time and date notified by the concerned HOD. The mentor from host organization may participate in the evaluation through online/ offline mode. In case of nonavailability of respective mentor, the available relevant mentor as decided by the concerned head of the department, may be utilized for the purpose of evaluation. Suggested distribution of marks will be as below:
 Assessment by Mentor- 30 Marks (Skills learned- 15 Marks; Regularity- 10 Marks; Conduct- 5 Marks)
 Internship Report - 40 Marks and Viva-Voce - 30 Marks
2. In the Seventh Semester, every student has to submit a synopsis for a dissertation to the department prepared in consultation with his/ her Research Supervisor and appear before a Research Advisory Committee (RAC) constituted by the concerned Department. This component will be evaluated during the eighth semester.

Scheme of Studies and Examination
BBA – 8th Semester (Honours with Research)

Sr. No.	Category	Course Code	Course Title	Hours per Week			Total Load Per Week	Credits	Examination Schedule (Marks)			
				L	T	P			Formative Assessment	Summative Assessment	Practical / Viva-Voice	Total
1	Research Project/ Dissertation	RP-BBA-R-402B	Dissertation	-	-	-	-	20	-	-	500	500
Total Credits								20				500
Note: 1. The topic of the Dissertation to be submitted for evaluation in the eighth Semester shall be submitted by the student along with a brief synopsis after finalization in the 7th Semester in consultation with his/ her Research Supervisor and appear before a Research Advisory Committee (RAC) constituted by the concerned Department. 2. In case of the Project reports/ Dissertation/ Research Project, the assessment shall be jointly carried out by the internal and external examiners. There shall be no Internal assessment component for Dissertation/ Project Report. External examiners shall be invited from amongst the panel of examiners recommended by the department BOS. 3. Students undertaking the research dissertation may have their research findings patentable, presented at conferences or seminars, or published in peer-reviewed journals.												
Total Credits (20+20+20+20+20+20+20+20) for Four Year BBA Honours with Research												160

Table I: Discipline-Specific Electives**List of Courses Offered for Various Specializations under Discipline-Specific Electives**

Human Resource Management			
Course Code	Semester	Course	Title of the Course (s)
DSE-BBA-HR-301B	5	1	Training & Development
DSE-BBA-HR-302B	6	2	Performance & Compensation Management
DSE-BBA-HR-401B	7	3	Change Management and Organizational Development
DSE-BBA-HR-402B	8	4	HRD— Systems & Strategies
DSE-BBA-HR-404B	8	5	Talent Acquisition and Management
Business Analytics			
Course Code	Semester	Course	Title of the Course (s)
DSE-BBA-BA-301B	5	1	Social media & Web Analytics
DSE-BBA-BA-302B	6	2	Data Analytics using R/Python
DSE-BBA-BA-401B	7	3	Finance Analytics
DSE-BBA-BA-402B	8	4	Marketing Analytics
DSE-BBA-BA-404B	8	5	HR Analytics
Marketing			
Course Code	Semester	Course	Title of the Course (s)
DSE-BBA-MM-301B	5	1	Consumer Behavior
DSE-BBA-MM-302B	6	2	Sales Marketing
DSE-BBA-MM-401B	7	3	Retail Marketing
DSE-BBA-MM-402B	8	4	Integrated Marketing Communication
DSE-BBA-MM-404B	8	5	Digital Marketing
Supply Chain Management			
Course Code	Semester	Course	Title of the Course (s)
DSE-BBA-SCM-301B	5	1	Inventory Management
DSE-BBA-SCM-302B	6	2	Logistics & Distribution Management
DSE-BBA-SCM-401B	7	3	Management Decision Models
DSE-BBA-SCM-402B	8	4	Quality Management and Business Process Improvement
DSE-BBA-SCM-404B	8	5	International Supply Chain

Finance			
Course Code	Semester	Course	Title of the Course (s)
DSE-BBA-FIN-301B	5	1	Financial Planning
DSE-BBA-FIN-302B	6	2	Financial Markets Products and Services
DSE-BBA-FIN-401B	7	3	Financial Derivatives
DSE-BBA-FIN-402B	8	4	Investment Analysis & Portfolio Management
DSE-BBA-FIN-404B	8	5	Direct Tax
International Business			
Course Code	Semester	Course	Title of the Course (s)
DSE-BBA-IB-301B	5	1	Global Business Environment
DSE-BBA-IB-302B	6	2	Transnational & Cross-Cultural Marketing
DSE-BBA-IB-401B	7	3	EXIM Policy and Documentation
DSE-BBA-IB-402B	8	4	International Ventures, Mergers & Acquisitions
DSE-BBA-IB-404B	8	5	International Trade Policy & Strategy

Course Code	CC-BBA-201B				
Category	Core Courses				
Course Title	Cost and Management Accounting				
Scheme and Credits	L	T	P	Credits	Semester-III
	3	1	0	4	
Course Objectives	The objectives of this course are 1. To familiarize the learners with the basic concepts and processes used to determine product costs and ascertain material, labour, and overhead costs. 2. To enrich the knowledge of the learners in knowing and applying various tools like ratio analysis, cash flow statement, marginal costing for analyzing the financial statements for managerial information. 3. To provide a basic understanding of budgetary control. 4. To develop the knowledge of the learners to understand and prepare a management report.				
Formative Assessment	30 Marks				
Summative Assessment	70 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

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

Cos	Skills Demonstrated	RBT Level
CO1	Define fundamental concepts of cost and management accounting.	Level-1Remember
CO2	Describe the cost and management accounting fundamental concepts and its application.	Level-2Understand
CO3	Apply the cost and management accounting methods and techniques in business decision-making.	Level-3Apply
CO4	Analyze cost and management methods and techniques to support managerial planning and decision-making.	Level-4Analyze

Note:

1. Examiner will set nine questions in total. Question one will have 7 short questions of 2 marks (each) from all units. Remaining eight questions of 14 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, first question being compulsory and selecting one from each Unit.

Unit No.	Contents
Unit-I	Introduction to Cost and Management Accounting: Definitions, Features, objectives, functions, scope, advantages and limitations. Relationships and differences between Cost accounting, Management accounting and Financial Accounting. Cost Concepts-Cost classification, Elements of cost, Preparation of cost sheet and quotation. Direct and indirect material costs, Inventory control techniques, stock levels, EOQ, ABC analysis. Issue of materials to production pricing methods-FIFO, LIFO and Average methods. Labour cost: direct and indirect labour cost, methods of payment of wages, including incentive plans -Halsey and Rowan plans, Tailors Piece Rate method. Overheads- features, classification, methods of allocation and apportionment of overheads, primary and secondary distributions.
Unit-II	Marginal Costing and Budgetary control: Marginal Costing-Meaning, Importance, Marginal Cost Equation, Difference between Marginal costing and Absorption costing. Break-Even Analysis-Meaning and Importance, Break-Even Chart, P/V ratio, Cost Volume Profit Analysis, Margin of Safety, Angle of Incidence, Problems in Marginal Costing.

	Budgets - Meaning and importance, Budgetary Control-Meaning and Importance, Types of Budgets, Practical Problems, Flexible Budget and Cash Budget.
Unit-III	Financial Statement Analysis: Comparative Income Statements and Balance Sheets, Common Size Income Statements and Balance Sheet analysis- Trend Analysis. Ratio Analysis – Introduction, Classification & Interpretation of Ratios-Liquidity ratios, Solvency ratios, Proprietary ratios, Profitability ratios, Leverage ratios and Turnover ratios.
Unit-IV	Cash flow and Fund Flow statement: Introduction- Concept of Cash, Sources of cash flow, Cash from operations, Cash from Financing and Cash from investment- Inflow and outflow of cash, Preparation of Cash flow statements with adjustments. Preparation of Fund Flow Statements. Cash Flow Statement vs. Fund Flow Statement. Management Reporting – Meaning and Definitions of reports, Objectives and Purpose, Reports to top-level management, Reports to lower-level management, Sample Reports.

Suggested Readings:

- Cost and Management Accounting by Arora, M. N., New Delhi: Himalaya Publishing House.
- Cost Accounting. Principles and Practice by Jain, S.P., & Narang, K.L. New Delhi: Kalyani Publishers.
- Cost and Management Accounting by Kishor, R.M. New Delhi: Taxman Allied Services.
- Cost Accounting by Pillai, R.S.N, Bagavathi, V., New Delhi: Sultan Chand.
- Management Accounting by Arora, M.N. New Delhi: Himalaya Publishing House.
- Cost Accounting: Test, Problems and Cases by Lal, J. Srivastav, Seema., Singh, Manisha. New Delhi: Tata McGraw Hill Education.
- Cost and Management Accounting by Mittal, S.N., Shree Mahavir Publications.
- A Textbook of Cost and Management Accounting by Arora, M.N., Vikas Publication.

Useful Video Links:

Unit No.	Topics	Links
Unit-I	Labour Cost	http://digimat.in/nptel/courses/video/110106511/L05.html
Unit-II	Break-Even Analysis	http://www.digimat.in/nptel/courses/video/105106653/L17.html
Unit-III	Introduction to Financial Accounting and Cost Accounting	https://nptel.ac.in/courses/110106368
Unit-IV	Cash Flow Statement	http://www.digimat.in/nptel/courses/video/110101003/L11.html

Course Code	CC-BBA-203B				
Category	Core Courses				
Course Title	Legal and Ethical Issues in Business				
Scheme and Credits	L	T	P	Credits	Semester-III
	3	1	0	4	
Course Objectives	The objectives of this course are 1. To provide students with an understanding of key legal and ethical issues in the business context of India. 2. To analyze ethical dilemmas in business decisions 3. To understand the legal and regulatory aspects of business ethics that concern the financial, competitive and charitable responsibilities of organisations. 4. To gain knowledge about how organizational and individual factors impact business ethics.				
Formative Assessment	30 Marks				
Summative Assessment	70 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

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

Cos	Skills Demonstrated	RBT Level
CO1	Define major laws, regulations, and ethical principles that guide business conduct.	Level-1Remember
CO2	Explain legal and ethical challenges in business operations using relevant case studies.	Level-2Understand
CO3	Apply legal frameworks and ethical principles to examine business practices and decision-making.	Level-3Apply
CO4	Analyze ethical dilemmas and organizational situations to propose appropriate solutions aligned with ethical issues and corporate social responsibility.	Level-4Analyze

Note:

1. Examiner will set nine questions in total. Question one will have 7 short questions of 2 marks (each) from all units. Remaining eight questions of 14 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, first question being compulsory and selecting one from each Unit.

Unit No.	Contents
Unit-I	Introduction to Business Law: Business law – definition, scope, importance of understanding the role of law in business; Elements of a contract – offer and acceptance, consideration, contractual capacity; Essentials of a valid contract; Types of contracts; Performance obligations; Types of contract breaches and remedies; Product liability and consumer protection laws; Business torts; Employment law.
Unit-II	Sales and Leases: Formation of Sales Contract: Contracts for Leasing Goods, Title and Risk of loss, Performance and remedies, Warranties and Product liability; Introduction to Negotiable Instruments, Negotiability, Negotiation and Holders in due course; Liability and discharge, Bank customer Relations/Electronic Fund Transfers.
Unit-III	Introduction to Business Ethics: The definition and importance of business ethics, business ethics in the Indian context; Institutionalization of Business Ethics in the organization, benefits of Ethical Conduct in Business, Ethical Issues and Stakeholder Concerns; Social Responsibility and Regulatory Framework: Corporate social responsibility; Environment & business; Issues related to Business Ethics in marketing, finance & human resource functions. Ethical responsibilities of

	multinational corporations; Ethical dilemmas facing businesses globally, including issues related to discrimination, human rights, environmental impact, and intellectual property.
Unit-IV	The Ethical Decision-making process: Philosophical approaches to ethical decision making; Ethics & Religious approaches; Moral & Legal aspects of ethical decision making; Ethical aspects in Bhagvat Gita; Kautilya's Arthshastra; Swami Vivekanand on Ethics; Swami Vivekanand's message to the youth of India; Ethical Decision Making in Organizations: Individual and Organizational Factors Influencing Ethical Decisions; Karma, Indian philosophy of work ethics; Kautilya's Arthshastra; Introduction to Integral Humanism; Ethical Decision-Making Frameworks to Improve Decision-Making Outcomes; Corporate Governance and its Impact on Ethical Decision-Making; Whistle blowing; Conflict Resolution.

Suggested Readings:

- Business and Corporate Laws by Tulsian, P. C., S. Chand Publishing.
- Business Ethics and Corporate Governance by Fernando, A.C., Pearson.
- Business Law Beyond Business by Bayern, S., J. Corp. L., 46, 521.
- To the Youth of India by Vivekanand, S., Advaita Ashrama.
- Business Ethics: An Indian Perspective by Fernando, A C; Muraleedharan, K P; Satheesh, E K., Pearson Education.
- Business Laws by Mittal, S.N., Shree Mahavir Publications.

Useful Video Links:

Unit No.	Topics	Links
Unit-I	Concept, Elements, Importance and Forms of Contracts	https://nptel.ac.in/courses/110105159
Unit-II	Law of Sale of Goods	http://www.digimat.in/nptel/courses/video/129106006/L38.html
Unit-III	Corporate Social Responsibility	https://nptel.ac.in/courses/110105159
Unit-IV	Ethical Decision Making	http://www.digimat.in/nptel/courses/video/110105079/L14.html

Course Code	CC-BBA-205B				
Category	Core Courses				
Course Title	Human Resource Management				
Scheme and Credits	L	T	P	Credits	Semester-III
	3	1	0	4	
Course Objectives	The objectives of this course are 1. To understand how HR plays a functional role, needed for organizational effectiveness and management. 2. To understand the difference between functional and strategic roles of HR. 3. To analyse the need for HR planning, Innovation, the use of technology, and sector-specific HR needs. 4. To understand the innovation in HRM and best practices.				
Formative Assessment	30 Marks				
Summative Assessment	70 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

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

Cos	Skills Demonstrated	RBT Level
CO1	Define the concepts of HRM in organizational management.	Level-1Remember
CO2	Describe HRM practices related to employee life cycle, recruitment, training, talent and career management, compensation, performance management, workplace relations, HR technology, and innovations.	Level-2Understand
CO3	Apply HRM techniques for workforce planning, employee development, performance evaluation, compensation, engagement, compliance, and management of virtual, gig, and diverse employees.	Level-3Apply
CO4	Analyze HR strategies, HR analytics, workplace practices, organizational transformation, leadership, innovation, sustainability, and employee relations for organizational effectiveness.	Level-4Analyze

Note:

1. Examiner will set nine questions in total. Question one will have 7 short questions of 2 mark (each) from all units. Remaining eight questions of 14 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, the first question is compulsory and selecting one from each Unit.

Unit No.	Contents
Unit-I	The Nature of HRM: Human Resource Management—An Introduction; Human Resource Business, Partnership HRM; HRM policies, HRM in globally competitive environment; Functional HRM; strategic human resource management. Career Opportunities in Human Resource Management and Skills Required for Success in HR profession.
Unit-II	Plan, Acquire, Develop, Career Management: Employee life cycle approach, Human Resource Planning; Recruitment and Selection; Training and Development; Competency Management; Career Management; Talent Management, Managing the GIG employees and Virtual employees and team.
Unit-III	Engagement, Performance, compensation management, Industrial Relations, Compliance, Employment relations: Changing nature of Employee Engagement; Performance Management; Compensation and Benefits; Compensation for Special Groups, Industrial Relations; Workplace Laws and Regulations; Employment Relations.

Unit-IV	Technology, HR Analytics, Innovation: Human Resource Information and Analytics; Human Resource Management Innovations; Human Resource Management in Small and Medium Enterprises; Human Resource Management in the Service Sector, Organization Transformation and the Human Resource Leadership; Diversity, Equity and Inclusion; Workplace Wellness, sustainability goals and HRM, Green HRM and challenges.
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Suggested Readings:

- Human Resource Management by DeNisi, A.S. ,Griffin,R.W and Sarkar,Anita, Cengage Learning.
- Human Resource Management: Concepts, Practices, and New Paradigms by Sengupta Amitabha.
- Managing Human Resources by Cascio, Wayne F., Tata McGraw Hill, New Delhi.
- Fundamentals of Human Resource Management by DeCenzo, David A, and Stephan P. Robbins, Wiley India, New Delhi.
- Human Resource Management by Bhattacharyya, Dipak Kumar, Excel Books, New Delhi.
- Human Resource Management by Aswathapa, K., TMH Publications.
- Human Resource Management by Gupta, C.B., Sultan Chand and Sons.
- Human Resource Management by Rao, V.S.P. Excel Book.

Useful Video Links:

Unit No.	Topics	Links
Unit-I	The Evolution and Role of HR Function	http://acl.digimat.in/nptel/courses/video/110101164/L01.html
Unit-II	Recruitment and Selection	http://www.digimat.in/nptel/courses/video/110107492/L20.html
Unit-III	Compensation Management	http://www.digimat.in/nptel/courses/video/110107492/L50.html
Unit-IV	HR Analytics	http://www.digimat.in/nptel/courses/video/110107492/L01.html

Course Code	MDE-BBA-201B				
Category	Multi-Disciplinary Elective Course				
Course Title	Indian Systems of Health and Wellness				
Scheme and Credits	L	T	P	Credits	Semester-III
	1	1	0	2	
Course Objectives	The objectives of this course are 1. To understand the importance of a healthy lifestyle. 2. To familiarize students with physical and mental health. 3. To create an awareness of various lifestyle-related diseases. 4. To provide an understanding of stress management.				
Formative Assessment	100 Marks				
Summative Assessment	-				
Total	100 Marks				
Duration of Exam	03 Hours				

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

COs	Skills Demonstrated	RBT Level
CO1	Define the fundamental concepts of health and wellness.	Level-1 Remember
CO2	Describe the dimensions of health, determinants of health behaviour, wellbeing, nutrition deficiencies, common diseases, digital wellbeing, and indigenous health perspectives.	Level-2 Understand
CO3	Apply health and wellness practices for maintaining physical, mental, social, and spiritual well-being and preventing lifestyle-related diseases.	Level-3 Apply
CO4	Apply wellness approaches, healthy lifestyle practices, nutrition awareness, and Indian health systems to improve individual and community well-being.	Level-3 Apply

Unit No.	Contents
Unit-I	Introduction to Health & Wellness: Definition of Health, Importance of health in everyday life, Components of health – physical, social, mental, spiritual and their relevance. Concept of wellness, Mental health and wellness, Determinants of health behaviour.
Unit-II	Mind Body and Well-Being: Mind-body connection in health – concept and relation, Implications of mind-body connection, Wellbeing – why it matters? Digital wellbeing.
Unit-III	Deficiency & Diseases: Malnutrition, undernutrition and overnutrition, Body system and common diseases, Sedentary lifestyle and risk of disease, Modern lifestyle and associated health risks.
Unit-IV	Indian system of well-being: Health beliefs of India, Health systems in India – AYUSH. Perspective of indigenous people towards health, Happiness and well-being in India.

Suggested Readings:

- Positive Psychology: The science of happiness and human strength by Carr, A., UK: Routledge.
- Lifestyle Disease: Lifestyle Disease management by C. Nyambichu & Jeff Lumiri.

Useful Video Links:

Unit No.	Topics	Links
Unit-I	Mental health and wellness	http://digimat.in/nptel/courses/video/109103182/L17.html
Unit-II	Mind Body	http://www.digimat.in/nptel/courses/video/110101165/L34.html
Unit-III	Malnutrition	http://digimat.in/nptel/courses/video/127105532/L17.html
Unit-IV	Happiness and well-being	http://www.digimat.in/nptel/courses/video/109105199/L23.html

Course Code	VAC-BBA-201B				
Category	Value Added Course				
Course Title	Disaster Management				
Scheme and Credits	L	T	P	Credits	Semester-III
	0	0	4	2	
Course Objectives	The objectives of this course are 1. To understand the concepts of disasters, hazards, risks, and vulnerabilities. 2. To understand various natural and man-made disasters and their impacts. 3. To understand disaster management strategies, including planning, response, and recovery. 4. To understand the relationship between development, climate change, and disaster risk reduction.				
Formative Assessment	100 Marks				
Summative Assessment	-				
Total	100 Marks				
Duration of Exam	03 Hours				

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

COs	Skills Demonstrated	RBT Level
CO1	Recall key concepts of disasters, man-made disasters, disaster management, and their link to development and vulnerability.	Level-1 Remember
CO2	Describe the disaster types, impacts, disaster management phases, disaster risk reduction strategies, policies, legislation, and emergency response mechanisms	Level-2 Understand
CO3	Apply the disaster management practices, preparedness planning, risk reduction measures, and emergency response techniques in disasters and crises.	Level-3 Apply
CO4	Analyze disaster risks, vulnerabilities, management strategies, policies, and emergencies to support effective disaster preparedness and recovery.	Level-4 Analyze

Note:

1. All the theoretical contents shall be delivered through the practical workshop mode only. No classroom teaching is encouraged in this course. The list of experiments may be designed by the course coordinator in consultation with the Head of Department.
2. Training and Demonstration Workshops (at least two workshops) will be organized in association with the NIDM, NDRF, NCD, Paramilitary, Fire Brigade, CISF, local administration, etc.

Unit No.	Contents
Unit-I	Concepts and Terminologies: Understanding key concepts of Hazards, disasters; Disaster types and causes (Geophysical, Hydrological, Meteorological, Biological and Atmospheric; Human-made); Global trends in disasters - Impacts (Physical, Social, Economic, Political, Environmental and Psychosocial); Defining Vulnerability (Physical Vulnerability; Economic Vulnerability; Social Vulnerability).
Unit-II	Key concepts of Disaster Management Cycle: Components of disaster management cycle (Phases: Response and recovery, Risk assessment, Mitigation and prevention, Preparedness planning, Prediction and warning); Disaster risk reduction (DRR), Community-based disaster risk reduction.
Unit-III	Initiatives at the National and International level: Disaster Risk Management in India and at the international level: Related policies, plans, programmes and legislation; International strategy for disaster reduction and other initiatives.
Unit-IV	Emergency Management: Explosion and accidents (Industrial, Nuclear, Transport and Mining) - Spill (Oil and Hazardous material); Threats (Bomb and terrorist attacks) - Stampede and conflicts.

Suggested Readings:

- Disaster Management by Sharma, S.C., Khanna Book Publishing.
- Disasters and Public Health: Planning and Response by Clements, B. W., Elsevier Inc.
- Disaster Management and Human Health Risk: Reducing Risk, Improving Outcomes by Dunkan, K., and Brebbia, C. A., (Eds.), WIT Press, UK.
- Natural Hazards and Disaster Management: Vulnerability and Mitigation by Singh, R. B. (ed.), Rawat Publications, New Delhi.
- Geological Hazards: Causes, Consequences and Methods of Containment by Ramkumar, Mu, New India Publishing Agency, New Delhi.
- Managing Natural Disaster: Hydrological, Marine and Geological Disasters by Modh, S., Macmillan, Delhi.
- Disaster Management: A Disaster Management Handbook by Carter, N., Asian Development Bank, Manila.
- Govt. of India Vulnerability Atlas of India. BMTPC, New Delhi.
- Govt. of India Disaster Management in India. Ministry of Home Affairs, New Delhi.
- Natural Hazards and Environmental Change by Matthews, J.A., Bill McGuire, Ian Mason.
- Disaster Management by Goel, Shilpa; Mangla, Dolly; Gupta, Laxmi, Shree Mahavir Publications.
- Disaster Management by Singh, Savindra, Pravalika Publications.

E-Resources

- <http://www.ndma.gov.in/en/>
- <http://nidm.gov.in/>
- <https://www.unisdr.org/>
- <http://www.emdat.be>
- <https://www.weather.gov/safety/>
- <https://www.preventionweb.net/risk/vulnerability>

Useful Video Links:

Unit No.	Topics	Links
Unit-I	Concept of Hazard	https://nptel.ac.in/courses/105104183
Unit-II	Disaster risk reduction (DRR)	http://acl.digimat.in/nptel/courses/video/124107010/L11.html
Unit-III	Disaster Risk Management	https://youtu.be/D7CRK7wMamo?si=C_f-j-Lm8g1WgmDa
Unit-IV	Condensed Phase Explosives and their Properties	http://digimat.in/nptel/courses/video/112106177/L34.html

Course Code	SEC-BBA-201B				
Category	Skill Enhancement Courses				
Course Title	Management Information System				
Scheme and Credits	L	T	P	Credits	Semester-III
	2	0	4	4	
Course Objectives	The objectives of this course are 1. To understand the fundamental concepts of Management Information Systems, database management, and information system applications. 2. To familiarize students with modern tools and methodologies used in MIS and project management. 3. To develop skills to analyze and design information system solutions for business contexts. 4. To provide practical knowledge to implement effective MIS solutions and manage projects efficiently.				
Formative Assessment	20 Marks (Theory) + 10 Marks (Practical)				
Summative Assessment	50 Marks				
Practical/Viva Voce	20 Marks				
Total	100 Marks				
Duration of Exam	3 Hours				

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

Cos	Skills Demonstrated	RBT Level
CO1	Define the fundamental concepts, components, applications, and infrastructure of Management Information Systems and database systems.	Level-1Remember
CO2	Describe MIS applications, database management systems, decision support systems, e-business models, project management concepts, and ethical issues in the information era.	Level-2Understand
CO3	Apply MIS, DBMS, e-commerce, knowledge management, and agile project management approaches for business decision-making and process improvement.	Level-3Apply
CO4	Analyze information systems, database structures, e-business processes, project risks, and digital business practices for organizational effectiveness.	Level-4Analyze
CO5	Evaluate real-world MIS implementations, database designs, e-commerce models, and agile project management practices using practical business scenarios.	Level-5 Evaluate
CO6	Develop spreadsheets, database systems, ER diagrams, e-commerce websites, and agile project plans for business applications and decision support.	Level-6 Create

Note:

1. Examiner will set nine questions in total. Question one will have 5 short questions of 2 marks (each) from all units. Remaining eight questions of 10 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, first question being compulsory and selecting one from each Unit.

Unit No.	Contents
Unit-I	Fundamentals concepts of MIS: Basic concepts of MIS/ Types of MIS, Dimension and components of IS, Benefits of MIS, IT infrastructure, and IT infrastructure evolution, Components of IT infrastructure, New approaches for system building in the digital firm era.
Unit-II	Database management system: Objectives of database approach- Characteristics of database Management Systems-Data processing system- Components of DBMS packages –Database administration- Entity – Relationship (conceptual).

Unit-III	Information system applications: MIS applications, DSS – GDSS - DSS applications in E enterprise – Knowledge Management System and Knowledge-Based Expert System - Enterprise Model System and E-Business, E- Commerce, E-communication, Business Process Reengineering.
Unit-IV	Managing Projects: Objectives of project management, Fundamentals of project management information systems with agile methodologies -Introduction of SCRUM, Roles and meetings, User stories, Project risk, Controlling risk factors, Ethical, social, and political issues in the information era.

Lab/Practical:

- Analyze a real-world Management Information System (MIS) implementation case, identifying the types of MIS used, benefits realized, and challenges faced. Present findings using written and visual formats.
- Set up and manage a Database Management System (DBMS), perform basic operations, and create an Entity-Relationship diagram for a business scenario to demonstrate database conceptual design.
- Design and build an e-commerce website, incorporating features of digital markets, digital goods, and e-commerce business models.
- Manage a mock project using agile methodologies, including roles, meetings, user stories, and risk management.

Suggested Readings:

- Management information systems: managing the digital firm by Laudon, K. C., & Laudon, J. P Fifteenth Edition. Pearson.
- Database systems: design, implementation, & management by Coronel, C., & Morris, S., Cengage Learning.
- Information Systems Project Management (First edition) by Olson, D., US: Business Expert Press.
- The ScrumMaster Study Guide by Schiel, J., Auerbach Publications.
- Fundamentals of information systems by Stair, R., & Reynolds, G. Cengage Learning.
- Management Information System by O, Brien, James A., TMH Publications.
- Management Information System by Mcleod, Raymond, Pearson Education.

Useful Video Links:

Unit No.	Topics	Links
Unit-I	Dimensions of Information System	http://www.digimat.in/nptel/courses/video/110105148/L03.html
Unit-II	Introduction to DBMS	http://digimat.in/nptel/courses/video/106105175/L02.html
Unit-III	E-Business	http://www.digimat.in/nptel/courses/video/110105083/L01.html
Unit-IV	Introduction to Agile Project Management	http://www.digimat.in/nptel/courses/video/110104073/L02.html

Course Code	CC-BBA-202B				
Category	Core Courses				
Course Title	Entrepreneurship and Startup Ecosystem				
Scheme and Credits	L	T	P	Credits	Semester-IV
	1	1	0	2	
Course Objectives	The objectives of this course are 1. To understand entrepreneurship, its types, and family business concepts. 2. To identify viable business ideas and prepare business plans. 3. To understand sources of finance and methods of business financing. 4. To learn startup operations, team building, marketing, and business growth strategies.				
Formative Assessment	30 Marks				
Summative Assessment	70 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

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

COs	Skills Demonstrated	RBT Level
CO1	Define the concepts, characteristics, and significance of entrepreneurship, family business, and start-up ecosystems in economic development.	Level-1 Remember
CO2	Explain business opportunity identification, feasibility analysis, venture creation processes, funding sources, and institutional support systems for entrepreneurship.	Level-2 Understand
CO3	Apply entrepreneurial approaches to evaluate business opportunities, build ventures, manage operations, utilize digital marketing, and address legal and compliance requirements.	Level-3 Apply
CO4	Analyze entrepreneurial ventures, family businesses, start-up ecosystems, funding mechanisms, and technology and intellectual property management for business sustainability and growth.	Level-4 Analyze

Note:

1. Examiner will set nine questions in total. Question one will have 7 short questions of 2 mark (each) from all units. Remaining eight questions of 14 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, the first question is compulsory and selecting one from each Unit.

Unit No.	Contents
Unit-I	Introduction to Entrepreneurship & Family Business: Definition and Concept of entrepreneurship, Entrepreneur Characteristics, Classification of Entrepreneurs, Role of Entrepreneurship in Economic Development –Start-ups, Knowing the characteristics of Family business with discussion on few Indian cases of Family Business like Murugappa, Dabur, Wadia, Godrej, Kirloskar etc.
Unit-II	Evaluating Business opportunity: Sources of business ideas and opportunity recognition, Guesstimating the market potential of a business idea, Feasibility analysis of the idea, Industry, competition and environment analysis, Design Thinking for Opportunity Identification, Business Model Canvas (BMC).

Unit-III	Building Blocks for starting ventures: Low-cost Marketing using digital technologies, Team building from scratch, Venture Funding, Establishing the value chain and managing operations, Legal aspects like IPR and compliance, Growth Hacking and Digital Marketing, Crowdfunding and FinTech Funding.
Unit-IV	Start-up Ecosystem: Know the components of the start-up ecosystem, including Incubators, Accelerators, Venture Capital Funds, Angel Investors, etc., and know various govt. schemes like Start-up India, Digital India, MSME, etc. Sources of Venture Funding available in India, Sources of Technology, and Intellectual Property management, Startup India Seed Fund Scheme, AI and Technology-Based Startup Ecosystem.

Suggested Readings:

- Entrepreneurship by Rajeev Roy, Oxford University Press
- Entrepreneurship: Successfully Launching New Ventures by R. Duane Ireland Bruce R. Barringer, Pearson Publishing.
- Family Business Management by Rajiv Agarwal, Sage Publishing.
- Mapping the Startup Ecosystem in India by Anish Tiwari, Economic & Political Weekly.
- Indian Family Businesses: Their survival beyond three generations by Ramachandran, K, ISB Working Paper Series.
- Entrepreneurship by Kaushik, D R; Mishra, Pritisha, Thakur Publishers.

Useful Video Links:

Unit No.	Topics	Links
Unit-I	Role of Entrepreneurship in Economic Development	https://nptel.ac.in/courses/127105007
Unit-II	Business opportunity	https://nptel.ac.in/courses/110106141
Unit-III	Legal aspects like IPR and compliances	https://nptel.ac.in/courses/127105007
Unit-IV	Venture Funding & Start-up ecosystem	https://onlinecourses.nptel.ac.in/e-learning/preview/noc22_mg81

Course Code	CC-BBA-204B				
Category	Core Courses				
Course Title	Operations Management				
Scheme and Credits	L	T	P	Credits	Semester-IV
	3	1	0	4	
Course Objectives	The objectives of this course are 1. To understand the concepts and functions of operations management. 2. To develop knowledge of process design, analysis, and capacity planning. 3. To familiarize students with quality management techniques and continuous improvement methods.				
Formative Assessment	30 Marks				
Summative Assessment	70 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

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

Cos	Skills Demonstrated	RBT Level
CO1	Define the concepts, functions, processes, and significance of operations management in organizational effectiveness and customer satisfaction.	Level-1Remember
CO2	Explain process design, capacity planning, quality management practices, and emerging trends in operations management.	Level-2Understand
CO3	Apply operations management techniques related to process analysis, layout planning, quality improvement, operational efficiency, and sustainable business practices.	Level-3Apply
CO4	Analyze operational processes, quality systems, capacity decisions, and emerging technologies to achieve operational excellence and competitive advantage.	Level-4Analyze

Note:

1. Examiner will set nine questions in total. Question one will have 7 short questions of 2 mark (each) from all units. Remaining eight questions of 14 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, the first question is compulsory and selecting one from each Unit.

Unit No.	Contents
Unit-I	Introduction to Operations Management: Concept of Operations Management, Significance of Operations Management, Organizational Efficiency, Quality and Customer Satisfaction, Production Systems, Alignment of Operations with Business Strategies, Functions of Operations Management, Planning, Organizing, Staffing, Leading, Controlling.
Unit-II	Process Design and Analysis: Process Design, Process Selection, Layout Design, Process Analysis, Flowcharts, Process Maps, Continuous Improvement Techniques, Capacity Planning, Balancing Capacity and Demand, Process Choices, Space Utilization, Flexibility, Cost, Safety, Comfort.
Unit-III	Quality Management: Quality Concepts, Total Quality Management (TQM), Six Sigma, Lean Manufacturing, Quality Improvement Tools and Techniques, Defect Reduction, Operational Efficiency, Customer Satisfaction, Competitive Advantage.
Unit-IV	Emerging Trends in Operations Management: Sustainable Operations, Technology in Operations Management, Artificial Intelligence (AI), Internet of Things (IoT), Global Operations Management, Sustainable Practices, Advanced Technologies, Global Business Environment, Operational

	Excellence. Career Opportunities in Supply Chain Management and Skills Required for Success in Logistics and Operations profession.
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Suggested Readings:

- Operations Management by William J. Stevenson.
- Operations Management: Processes and Supply Chains by Lee J. Krajewski, Manoj.
- The Goal: A Process of Ongoing Improvement by Eliyahu M. Goldratt and Jeff Cox.
- Introduction to Operations and Supply Chain Management by Cecil C. Bozarth and Robert B. Handfield.
- Operations Management by Singla Jagdeep; Chand, Suresh, Thakur Publishers.
- Operations Management: Theory and Practice by Mahadevan, B., Pearson Education.

Useful Video Links:

Unit No.	Topics	Links
Unit-I	Introduction to Production	http://www.digimat.in/nptel/courses/video/110107141/L01.html
Unit-II	Process Design and Analysis	https://nptel.ac.in/courses/103106148
Unit-III	Quality and its Dimensions	https://nptel.ac.in/courses/110104080
Unit-IV	Global Operations Management	http://www.digimat.in/nptel/courses/video/110107141/L02.html

Course Code	CC-BBA-206B				
Category	Core Courses				
Course Title	Financial Management				
Scheme and Credits	L	T	P	Credits	Semester-IV
	3	1	0	4	
Course Objectives	The objectives of this course are 1. To apply the knowledge in taking finance decisions. 2. To develop analytical skills to identify financial management problems and solve them. 3. To analyze the relationship among capital structure, cost of capital, dividend decisions, and value of the business. 4. To assess a firm’s requirement for long-term assets by applying capital budgeting techniques.				
Formative Assessment	30 Marks				
Summative Assessment	70 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

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

Cos	Skills Demonstrated	RBT Level
CO1	Define the concepts, objectives, functions, and sources of finance, capital structure, cost of capital, working capital, and capital budgeting.	Level-1Remember
CO2	Explain financial management decisions, capitalization theories, leverage concepts, dividend policies, and working capital management practices in business organizations.	Level-2Understand
CO3	Apply financial management techniques for financing decisions, capital structure planning, cost of capital computation, leverage analysis, working capital estimation, and capital budgeting decisions.	Level-3Apply
CO4	Analyze financing alternatives, capital structure, leverage, working capital requirements, investment proposals, and dividend decisions for effective financial management.	Level-4Analyze

Note:

1. Examiner will set nine questions in total. Question one will have 7 short questions of 2 mark (each) from all units. Remaining eight questions of 14 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, the first question is compulsory and selecting one from each Unit.

Unit No.	Contents
Unit-I	Introduction to Financial Management: Meaning of finance and financial management, Types of finance, Objective and Scope of financial management– profit maximization and wealth maximization - merits and criticisms- Financial decisions, Internal relation of financial decisions, Factors influencing financial decisions, Functional areas of financial management, Functions of a finance manager, Agency Cost, Definition of ethics and the importance of ethics in Finance, Sources of Finance: Ownership securities – Equity shares, Preference shares, Deferred shares, No par stock/shares, Shares with differential rights, Sweat Equity Creditorship securities – Debentures – Zero coupon bonds, Zero interest bonds, Callable bonds, Deep discount bonds Internal financing

	or ploughing back of profit – short term and long term sources. Startup finance-Bootstrapping, Series Funding.
Unit-II	Capital Structure & Capitalization: Meaning of capitalization – Theories of capitalization – cost theory and earnings theory. Over capitalization and under capitalization (Theory) – causes – effects and remedies, Watered stock, Over trading and under trading. Meaning of capital structure and financial structure, principles of capital structure, Optimum Capital Structure, Determinants of capital structure, capital gearing-Theories of Capital structure, Effect of capital structure on EPS, EBIT-EPS Analysis, Point of indifference-Practical Problems.
Unit-III	Cost of Capital, Leverages and Managing Working Capital: Meaning of cost of capital, significance of cost of capital, components of cost of capital –Computation of Cost of capital and Weighted Average Cost of Capital, CAPM-Practical Problems. Meaning of Leverage, Types of Leverages – operating, financial and combined leverage, risk and leverage – practical problems. Managing working Capital - Meaning of working capital, types of working capital, working capital cycle, adequate working capital, determinants of working capital, estimation of working capital-Practice problems. Management of cash. Management of inventory and debtors.
Unit-IV	Capital Budgeting and Dividend policy: Meaning of Capital Budgeting, Importance, Need, Time value of money-Present and Future Value (Simple Problems), Capital budgeting process, project appraisal by using traditional methods and modern methods, Practical problems on Payback Period, Net Present Value, Profitability Index, IRR and MIRR methods, Dividend policy-Meaning, Kinds, Theories of dividend decisions, determinants of dividend policy decisions, Companies Act, 2013 and SEBI Guidelines on Dividend Distribution.

Suggested Readings:

- Financial Management by Khan, M, Y, & Jain, P, K. Tata Mc Graw Hill.
- Financial Management by Chandra, P. New Delhi, India. Tata McGraw Hill Book Co.
- Financial Management by Pandey, I.M. New Delhi, India. Vikas Publishing House.
- Financial Management by Kumar, A. Khanna Publishing House.
- Financial Management by Gupta, S, K., Sharma, R.K. & Gupta, N. Kalyani Publishers.
- Financial Management by Khan, M, Y, & Jain, P, K. Tata Mc Graw Hill.
- Fundamentals of Financial Management by Brigham and Houston. Cengage Learning.

Useful Video Links:

Unit No	Topics	Links
Unit-I	Fundamentals of Financial Management	http://digimat.in/nptel/courses/video/110107144/L05.html
Unit-II	Capital Structure	https://youtu.be/sSdDej6jpBs?si=tRaaWY-PqTPdgeh0
Unit-III	Cost of Capital	http://www.digimat.in/nptel/courses/video/110106511/L01.html
Unit-IV	Capital Budgeting	http://digimat.in/nptel/courses/video/110107144/L25.html

Course Code	CC-BBA-208B				
Category	Core Courses				
Course Title	Business Research Methodology				
Scheme and Credits	L	T	P	Credits	Semester-IV
	3	1	0	4	
Course Objectives	The objectives of this course are 1. To develop an understanding of the fundamental concepts, types, processes, and ethical principles of research. 2. To enable students to identify and formulate research problems, review literature, and design appropriate research methodologies. 3. To familiarize students with measurement techniques, scaling methods, and various data collection tools used in research. 4. To develop analytical skills for data interpretation, hypothesis testing, and presentation of research findings using statistical and visualization techniques.				
Formative Assessment	30 Marks				
Summative Assessment	70 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

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

COs	Skills Demonstrated	RBT Level
CO1	Define the basic concepts, types, and ethics of research.	Level-1Remember
CO2	Explain the process of formulating research problems and research designs.	Level-2Understand
CO3	Apply research methods and techniques for designing studies, collecting data, constructing scales, and conducting hypothesis testing.	Level-3Apply
CO4	Analyze research data using appropriate statistical tests, sampling techniques, coding methods, and data visualization tools for interpretation and decision-making.	Level-4Analyze

Note:

1. Examiner will set nine questions in total. Question one will have 7 short questions of 2 mark (each) from all units. Remaining eight questions of 14 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, the first question is compulsory and selecting one from each Unit.

Unit No.	Contents
Unit-I	Introduction to Research: Definition of Research, History and Evolution of Research, Scientific Inquiry, Types of Research, Ethical Considerations in Research, Research Process, Characteristics of Good Research, Components of Good Research Work.
Unit-II	Formulating the Research Problem: Identification of Research Problems, Formulation of Research Problems, Literature Review, Research Questions, Research Objectives, Research Design, Process of Developing Effective Research Designs.
Unit-III	Measurement and Data Collection: Measurement and Scaling, Types of Data, Sources of Measurement Error, Scale Construction Techniques, Data Collection Methods, Questionnaire Method, Interview Method, Observation Method.

Unit-IV	Data Analysis and Interpretation: Sampling Methods, Data Preparation, Editing, Coding, Hypothesis Testing, Parametric Tests, Non-Parametric Tests, Data Visualization Techniques, Charts, Tables, Box Plots.
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Suggested Readings:

- Marketing research by Malhotra, N. K., Nunan, D., & Birks, D. F., Pearson UK.
- Research Methodology by Ranjit Kumar.
- Research Methods for Business by Uma Sekaran.
- Methodology of Research by C.R. Kothari.
- Business Research Methods by Sharma, F.C. Shree Mahavir Publications.
- Business Research Methods by Mittal, Ishwar; Ravinder., Thakur Publishers.

Useful Video Links:

Unit No.	Topics	Links
Unit-I	Introduction to Research	http://www.digimat.in/nptel/courses/video/121106007/L01.html
Unit-II	Literature Review	http://www.digimat.in/nptel/courses/video/121106007/L06.html
Unit-III	Questionnaire Design	https://youtu.be/f2dBn5XZlZk?si=MrlJApqfLIL-d4xi
Unit-IV	Proposing a Hypothesis	http://www.digimat.in/nptel/courses/video/127106227/L27.html

Course Code	CC-BBA-210B				
Category	Core Courses				
Course Title	International Business				
Scheme and Credits	L	T	P	Credits	Semester-IV
	2	0	0	2	
Course Objectives	The objectives of this course are 1. To understand the fundamentals and theories of international business and trade. 2. To develop knowledge of foreign direct investment and the global business environment. 3. To familiarize students with economic integration, trade blocs, and trade regulations. 4. To develop awareness of emerging trends and ethical issues in international business.				
Formative Assessment	30 Marks				
Summative Assessment	70 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

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

Cos	Skills Demonstrated	RBT Level
CO1	Define the concepts and theories of international business and trade.	Level-1Remember
CO2	Describe international trade theories, foreign direct investment, economic integration, trade regulations, and emerging trends in international business.	Level-2Understand
CO3	Apply international business concepts and frameworks to examine global trade, FDI decisions, regional integration, and international market opportunities.	Level-3Apply
CO4	Analyze international business environments, trade policies, global business strategies, and contemporary challenges affecting global organizations.	Level-4 Analyze

Note:

1. Examiner will set nine questions in total. Question one will have 7 short questions of 2 mark (each) from all units. Remaining eight questions of 14 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, the first question is compulsory and selecting one from each Unit.

Unit No.	Contents
Unit-I	Introduction to International Business: Stages of Internationalization, EPRG Framework, International Trade Theories, Mercantilist Theory, Absolute Cost Advantage Theory, Comparative Advantage Theory, Factor Proportions Theory, Neo-factor Proportions Theory, Country Similarity Theory, Intra-industry Trade, Tariff Barriers, Non-Tariff Barriers in Global Business. International Business Management: Professional Opportunities and Industry-Relevant Skills
Unit-II	Introduction of Foreign Direct Investment: FDI in the World Economy, Trends in FDI, Theories of Foreign Direct Investment, Greenfield FDI, Brownfield FDI, Benefits and Costs of FDI, International Institutions and Liberalization of FDI, CAGE Model.

Unit-III	Economic Integration: Economic Indicators and their Impact on International Business Decisions, Regional Economic Integration, Trade Blocs, Principles of Multilateral Trade Negotiations, Instruments of Trade Regulation, Free Trade Area (FTA), Customs Union, Common Market, Economic Union, Emerging Markets, Developing Economies.
Unit-IV	Emerging Trends in International Business: International Entrepreneurship, Born Global Firms, Ethical Considerations in International Business, CSR Frameworks and Approaches, ESG Investing and Reporting Standards, Corporate Responses to Climate Change and Social Justice Issues, Implications of Brexit on International Business Laws, Digital Platforms and E-commerce, Re-shoring and Nearshoring Trends, Impact of Pandemic on International Business.

Suggested Readings:

- International Business: Competing in the Global Marketplace by Charles W. L. Hill.
- International Business: Concept, Environment and Strategy, 3e by Vyuptakesh Sharan Pearson Education.
- International Business: The Challenges of Globalization by John J. Wild and Kenneth L. Wild.
- International Business by Rakesh, M. J. New Delhi, Oxford University Press.
- International Business by Aswathappa, A., 2e. Tata McGraw-Hill Education.

Useful Video Links:

Unit No	Topics	Links
Unit-I	Introduction to Trade Theories	http://acl.digimat.in/nptel/courses/video/109107173/L05.html
Unit-II	Theories of Foreign Direct Investment	https://youtu.be/k7TYJxWcK9I?si=aBQcoGrjaz8wGEkY
Unit-III	Regional Economic Integration	http://www.digimat.in/nptel/courses/video/109105882/L26.html
Unit-IV	Global Firms Success Strategies	http://www.digimat.in/nptel/courses/video/110107145/L53.html

Course Code	VAC-BBA-202B				
Category	Value Added Courses				
Course Title	Business Environment and Public Policy				
Scheme and Credits	L	T	P	Credits	Semester-IV
	2	0	0	2	
Course Objectives	The objectives of this course are 1. To understand the concepts and dimensions of business environment. 2. To develop knowledge of globalization and international business frameworks. 3. To familiarize students with public policies and economic reforms in India. 4. To develop awareness of economic problems, challenges, and opportunities in business environment.				
Formative Assessment	100 Marks				
Summative Assessment	-				
Total	100 Marks				
Duration of Exam	03 Hours				

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

COs	Skills Demonstrated	RBT Level
CO1	Define the concepts, dimensions, policies, and significance of the business environment in the Indian and global context.	Level-1Remember
CO2	Describe globalization, economic reforms, public policies, international institutions, and challenges affecting the Indian business environment.	Level-2Understand
CO3	Apply business environment concepts and policy frameworks to examine economic reforms, global integration, and business challenges in India.	Level-3Apply
CO4	Analyze economic policies, global business trends, and socio-economic challenges influencing business growth and development opportunities in India.	Level-4Analyze

Unit No.	Contents
Unit-I	Theoretical Framework of Business Environment: Concept, Significance and Nature of Business Environment. Micro and Macro Dimensions of Business Environment, Changing Dimensions of Business Environment. Problems and Challenges of Indian Business Environment.
Unit-II	Global Framework: EPRG Framework, Liberalization, Privatization & Globalization concept & its impact on Indian Economy. Significance of FDI & FII, IMF & WTO, Regional Economic Integrations in the development of the Nations.
Unit-III	Public Policies: Background, Meaning and Importance of Public Policy. Significance of Industrial Policy, Fiscal Policy, Monetary Policy, Foreign Trade Policy, FERA & FEMA. Structural Adjustment Programs and Banking Sector Reforms in India.
Unit-IV	Problems and Challenges in Economic Growth: Unemployment, Poverty, Regional Imbalance. Social Injustice, Inflation, Parallel economy, Lack of technical knowledge and information. Remedies to solve these problems, Challenges & Opportunities of Indian Business Environment.

Suggested Readings:

- Essentials of Business Environment by K. Aswathappa, Himalaya Publishing House.
- Business Environment by Francis Cherunilam, Himalaya Publishing House.

- Business Environment by A. C. Fernando, Pearson.
- Business Environment by Dr. S Sankaran, Margham Publications.
- Business Environment by Dr V Murali Krishna, Spectrum Publications.
- Business Environment by Namitha Gopal, McGraw Hill.
- Business Policy and Environment by Ghosh, P.k.; Kapoor G.k., Sultan Chand and Sons
- Business Environment by Bedi, Suresh, Excel Book Publisher.

Useful Video Links:

Unit No.	Topics	Links
Unit-I	Business Environment	http://amrita.digimat.in/nptel/courses/video/110103754/L11.html
Unit-II	Globalization	https://vit.digimat.in/nptel/courses/video/109105113/L01.html
Unit-III	Foreign Trade Policy	https://edurev.in/v/491953/foreign-trade-policy-investment-economic-development
Unit-IV	Problems of Growth in an Economy- Unemployment, Poverty and Imbalances	https://youtu.be/q5W9IBGvYD8?si=WQEYNinLI2nmO048

Course Code	SEC-BBA-202B				
Category	Skill Enhancement Courses				
Course Title	Design Thinking and Innovation				
Scheme and Credits	L	T	P	Credits	Semester-IV
	1	1	0	2	
Course Objectives	The objectives of this course are 1. To understand the concepts and process of design thinking and innovation. 2. To develop creative problem-solving and customer-centric thinking skills. 3. To familiarize students with ideation, prototyping, and implementation techniques. 4. To develop skills in feedback analysis and innovative solution design.				
Formative Assessment	30 Marks				
Summative Assessment	70 Marks				
Total	100 Marks				
Duration of Exam	03 Hours				

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

COs	Skills Demonstrated	RBT Level
CO1	Define the concepts, principles, stages, and significance of design thinking, innovation, and customer-centric problem-solving.	Level-1 Remember
CO2	Explain empathy, ideation, prototyping, implementation, feedback mechanisms, and user-focused design approaches in the innovation process.	Level-2 Understand
CO3	Apply design thinking tools and techniques to identify problems, generate ideas, develop prototypes, and enhance customer experience in business situations.	Level-3 Apply
CO4	Analyze customer needs, design challenges, feedback systems, and innovative solutions to improve product and service experiences.	Level-4 Analyze

Note:

1. Examiner will set nine questions in total. Question one will have 7 short questions of 2 marks (each) from all units. Remaining eight questions of 14 marks each to be set by taking two questions from each unit. The students have to attempt five questions in total, first question being compulsory and selecting one from each Unit.

Unit No.	Contents
Unit-I	Basics of Design Thinking: Concept of Innovation, Significance of Innovation in Business, Creative Thinking Process, Problem Solving Approaches, Design Thinking Approach, Objectives of Design Thinking, Design Thinking and Customer Centricity, Customer Challenges, Enhancing Customer Experience through Design Thinking, Parameters of Product Experience, Alignment of Customer Expectations with Product, Global Success Stories of AirBnB, Apple, IDEO, Netflix, Stages of Design Thinking Process – Empathize, Define, Ideate, Prototype, Implement.
Unit-II	Learning to Empathize and Define the Problem: Importance of Empathy in Innovation Process, Development of Empathy using Design Tools, Observation and Assimilation of Information, Individual Differences and Uniqueness, Group Discussions and Activities for Understanding Individual Differences, Wicked Problems, Identification of Wicked Problems, Impact of Solutions to Wicked Problems.

Unit-III	Ideate, Prototype and Implement: Ideation Templates, Brainstorming, Systems Thinking, Concept of Brainstorming, Consensus Building on Wicked Problems, Mapping Customer Experience for Ideation, Methods of Prototyping, Rapid Prototyping, Implementation Process.
Unit-IV	Feedback, Re-Design & Re-Create: Feedback Loop, User Experience, Ergonomic Challenges, User-Focused Design, Final Concept Testing, Final Presentation, Innovative Design Concepts, Creative Problem-Solving Solutions.

Suggested Readings:

- Developing Thinking Skills (The way to Success) by E Balaguruswamy, Khanna Book Publishing Company.
- Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation by Tim Brown, Harvard Business Review.
- 8 steps to Innovation by R T Krishnan & V Dabholkar, Collins Publishing.
- Design Thinking by Nigel Cross, Bloomsbury.

Useful Video Links:

Unit No	Topics	Links
Unit-I	Introduction to Design Thinking	https://viit.digimat.in/nptel/courses/video/109104109/L01.html
Unit-II	Design Thinking Phases – Empathy	http://www.digimat.in/nptel/courses/video/107107580/L02.html
Unit-III	Brain Storming	https://tkiet.digimat.in/nptel/courses/video/109107155/L33.html
Unit-IV	Creative Problem Solving	https://tkiet.digimat.in/nptel/courses/video/109107155/L15.html