



Estd. 1962
"A++" Accredited by
NAAC (2021)
With CGPA 3.52

SHIVAJI UNIVERSITY, KOLHAPUR - 416004,
MAHARASHTRA

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शिवाजी विद्यापीठ, कोल्हापूर - ४१६००४, महाराष्ट्र

दूरध्वनी-ईपीएबीएक्स -२६०९०००, अभ्यासमंडळे विभाग दूरध्वनी ०२३१-२६०९०९४



Ref./SU/BOS/Com & Mgt./152

Date : 25/05/2026

The Director,
MBA Unit, Department of Commerce and Management,
Shivaji University, Kolhapur

**Subject :Regarding syllabi of BBA-MBA Integrated Program Part-III (Sem. V & VI)
degree programme under the Faculty of Commerce & Management**

Sir/Madam,

With reference to the subject mentioned above, I am directed to inform you that the University authorities have accepted and granted approval to the syllabi of **BBA-MBA Integrated Program Part-III (Sem.V & VI)** under the Faculty of Commerce & Management

This syllabi shall be implemented from the academic year **2026-2027** onwards. A soft copy containing the syllabus is attached herewith and it is also available on university website www.unishivaji.ac.in (Online Syllabus).

The question paper on the pre-revised syllabi of above mentioned programme will be set for the examinations to be held in October/November 2026 & March/April, 2027. These chances are available for repeater students, if any.

You are therefore, requested to bring this to the notice of all students and teachers concerned.

Thanking you,

Yours faithfully,

Dy. Registrar

Encl: As above

for Information and necessary action

Copy to:

1	The I/c Dean, Faculty of Commerce & Management	6	Appointment Section A & B
2	The Director, Board of Examinations and Evaluation	7	I.T.Cell /Computer Centre
3	The Chairman, Respective Board of Studies	8	Eligibility Section
4	O. E. 1 and B. Com. Section	9	Affiliation Section (T.1) (T.2)
5	Internal Quality Assurance Cell (IQAC Cell)	10	P.G. Seminar Section

SHIVAJI UNIVERSITY, KOLHAPUR



Estd.1962

NAAC “A++” Grade

Faculty of Commerce and Management

Syllabus for

BBA/ MBA INTEGRATED

**(BACHELOR OF BUSINESS ADMINISTRATION/ MASTER OF
BUSINESS ADMINISTRATION INTEGRATED)**

Part-III (Sem-V and VI)

In accordance with National Education Policy

with effect from Academic Year 2026-27

SHIVAJI UNIVERSITY, KOLHAPUR
BBA/ MBA INTEGRATED
(BACHELOR OF BUSINESS ADMINISTRATION/ MASTER OF
BUSINESS ADMINISTRATION INTEGRATED)
Under the Faculty of Commerce and Management
Part-III (Sem-V and VI) to be implemented from 2026-27

Re-entry Criteria in to Third Year (Fifth Semester)

The student who takes an exit after second year with an award of UG Diploma in Business Administration may be allowed to re-enter in to fifth Semester for completion of the BBA/MBA Integrated as per the respective University / Admitting Body schedule after earning requisite credits in the Second year.

Part – III/ Semester – V

Sr. No.	Course Code	Course Title	L	T	P	Course Credit	Internal Evaluation	University Evaluation	Total Marks
1	CC501	Strategic Management	3	1	0	4	40	60	100
2	CC502	Logistics and Supply Chain Management	3	1	0	4	40	60	100
3	DSE501	Elective-I- Paper-I	3	1	0	4	40	60	100
4	DSE502	Elective-II- Paper-I	3	1	0	4	40	60	100
5	SEC501	Internship	0	0	0	4	100	-	100
6	DSE-AC501	Discipline Specific Elective Course (Audit Course)	1	1	0	2	20	30	50
Total			-	-	-	22	-	-	550

Part – III/ Semester – VI

Sr. No.	Course Code	Course Title	L	T	P	Course Credit	Internal Evaluation	University Evaluation	Total Marks
1	CC601	Project Management	3	1	0	4	40	60	100
2	CC602	Business Taxation	2	0	0	2	20	30	50
3	DSE601	Elective-I- Paper-II	3	1	0	4	40	60	100
4	DSE602	Elective-II- Paper-II	3	1	0	4	40	60	100
5	SEC601	Corporate Governance	2	0	0	2	20	30	50
6	SEC602	Major Project (Initiated in Semester V)	-	-	-	4	50	50	100
7	DSE-AC601	Discipline Specific Elective Course (Audit Course)	1	1	0	2	20	30	50
Total			-	-	-	22	-	-	550

Electives –

• Marketing Management	• Production Management
• Financial Management	• Business Analytics
• Human Resource Management	• Supply Chain Management

Exit Criteria after Third Year of BBA/MBA Integrated Programme

The students shall have an option to exit after 3rd year of BBA/ MBA Integrated and will be awarded with a Bachelor of Business Administration.

Nature of Question Paper and scheme of marking

QUESTION PAPER PATTERN

FOR ALL SEMESTERS

(For 4 credit courses)

Duration: 2 Hours

Total Marks – 60

Instructions: -

Note- All Questions are compulsory.

Figures to the right indicate marks

- Q.1 Case Study/ Exercise/Quantitative problems. 20 marks
- Q.2 Decision making related Question/exercise/problem/case let/ etc.(Any 2 out of 3) 20 marks
- Questions or exercise problems to check the decision-making ability of student on the basis of contents of syllabus.
- Q.3 Short notes (any four out of six) 20 marks

Note:-

- The above nature of question paper is applicable for the subjects **with 4 credits** for all ten semesters.
- Case study/Caselets should be included in questions as per the nature of subject.

QUESTION PAPER PATTERN

FOR ALL SEMESTERS

(For 2 credit courses)

Duration: 1 Hours

Total Mark – 30

Instructions: -

- 1) All Questions are compulsory
- 2) Figures to the right indicate marks

- Q.1 Descriptive answer question (Attempt any 2 out of 3) 20 marks
- Q.2 Write Short Answers (Any Two out of 4) 10 marks

Note: - The above nature of question paper is applicable for the subjects **with 2 credit** for all ten semesters.

BBA/MBA Integrated Part-III- Sem-V (NEP)
Strategic Management
CC501

Course Outcomes	After studying this course student will be able to:
	<ol style="list-style-type: none"> 1. Understand strategic management concepts, processes, and ethical dimensions 2. Examine business environments 3. Illustrate and Analyze corporate strategies 4. Apply and Evaluate strategies

Total Hours of Teaching: 60	Lecture(3)-Tutorial(1)- Practical(0)/Week: 04	Credit Points: 04
Total Marks:100	Theory: 60	Internal: 40

Syllabus Contents:

Unit: I Theory	Introduction to Strategy Strategy – concept, relevance, role and benefits; Importance of Strategic Management; Strategic Management Process, Levels of Strategy; Approaches to Strategic Decision Making; Strategic Intent – Vision, Mission, Goals and Objectives; Environmental appraisal- Scanning and Evaluating Company’s Environment, SWOT analysis. Industry Analysis, Analysis of the competitive environment	15 Hours
Unit: II Theory	Strategy Formulation Corporate-Level Strategy- Expansion, Stability, Retrenchment and combination Business Level Strategy-Generic business strategies; Survival and Growth strategies. Strategic Choice Models- Gap analysis, BCG Matrix, GE- Cell Matrix, Porter’s 5 force model	15 Hours
Unit: III Theory	Strategy Implementation and Control Structural Implementation; Functional and Operational Implementation; Behavioural Implementation; Strategic leadership; Strategic control and corporate governance; Issues in Strategy Implementation; Creating effective organizational designs	15 Hours
Unit: IV Theory	Strategy Control Strategy Evaluation and Control - Strategy Evaluation: Importance, Overview of strategic evaluation, strategic control, Operational Control, techniques of strategic evaluation and control	15 Hours

Note: Relevant case studies based on the above units should be discussed in the class.

Fieldwork/ Assignment:

1. Select a well-known Indian or global company and analyze its vision, mission, goals, and objectives.
2. Select any organization and perform SWOT analysis.
3. Select any MNC and study strategies adopted by the company.
4. Visit any large or medium scale organization and study their functional plans and policies
5. Visit any organization and study strategy evaluation and control

Reference Books:

1. Thomas L Wheelen, J David Hunger, Alan N Hoffman, Charles E Bamford and Purva Kansal (2018). Concepts in Strategic Management and Business Policy: Globalization, Innovation and Sustainability, 15th Edition, Pearson.
2. Frank T Rothaermel (2023). Strategic Management – 5th Edition (Indian), McGraw Hill.
3. Crafting and Executing Strategy; Arthur A. Thompson, A. J. Strickland, John E. Gamble, Arun K. Jain; The Mc. Graw Hill companies
4. Exploring Corporate Strategy; Gerry Johnson, Kevan Scholes, Richard Whittington; Pearson
5. Strategic Management and Business Policy; AzharKazmi; The Mc. Graw Hill companies
6. Business Policy and Strategic Management; P. SubbaRao; Himalaya Publishing House
7. Cummings, T.G. & Worley, C.G. (2015). Organization Development & Change. US: Cengage Learning.
8. McMillan, E. (2008). Complexity Management and the Dynamics of Change. Howick place, UK: Routledge

Additional Readings

1. Arthur A Thompson, Margaret A Peteraf, John E Gamble, AJ Strickland III, Thomas Joseph (2021). Crafting and Executing Strategy: The Quest for Competitive Advantage: Concepts & Cases, 22nd Edition, McGraw Hill.
2. Krishna G. Palepu, Tarun Khanna. (2010). Winning in Emerging Markets: A Roadmap for Strategy and Execution, Harvard Business Press.
3. Porter, M.E., Competitive Advantage: Creating and Sustaining Superior Performance, Free Press, New York.
4. Pankaj Ghemawat, “Strategy and the Business Landscape” Pearson Education
5. Porter, M. E. (1989). From competitive advantage to corporate strategy (pp. 234- 255). Macmillan Education UK.

COs – POs mapping matrix (1-low, 2-medium, 3-high, 0-No correlation)

COs ↓	Program Outcomes →				
	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	2	1	3
CO 2	2	3	1	1	2
CO 3	3	3	3	2	2
CO 4	2	3	3	2	2
Total	10	11	9	6	9
Average	2.5	2.75	2.25	1.5	2.25

BBA/MBA Integrated Part-III- Sem-V (NEP)
Logistics and Supply Chain
Management
CC502

Course Outcomes	<p>After studying this course student will be able to:</p> <ol style="list-style-type: none"> 1. Understand the fundamentals of logistic management 2. Explain the role of supply chain management in achieving strategic fit and organizational competitiveness. 3. Analyze efficient supply chain networks by evaluating planning processes, locational factors, channel design, and modelling approaches. 4. Illustrate demand forecasting, aggregate planning, and coordination mechanisms to balance supply and demand.
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Total Hours of Teaching: 60	Lecture(3)-Tutorial(1)- Practical(0)/Week: 04	Credit Points: 04
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Total Marks:100	Theory: 60	Internal: 40
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Syllabus Contents:

Unit: I	<p>Introduction to Logistic Management What is logistic? What is logistic management? Logistical competency, gaining competitive advantage through logistics. Logistical activities, objectives of logistic management, Role of logistic, logistic cost, Evolution of logistic toward Supply chain management</p>	15 Hours
Unit: II	<p>Introduction to Supply Chain Management Concept and evolution of supply chain management; Role and importance of SCM in organizations; Objectives and scope of supply chain management; Strategic fit between supply chain strategy and business strategy; Supply chain drivers— facilities, inventory, transportation, information, sourcing, and pricing;</p>	15 Hours
Unit: III	<p>Supply Chain Network Design Supply chain planning, The strategic importance of supply chain network design, supply chain network design process, Factors influencing network design decisions, major locational determinants, Design of channel of distribution, Modelling approaches to supply chain network design, strategic planning of logistic/supply chain network.</p>	15 Hours
Unit: IV	<p>Demand and Supply Coordination Demand forecasting and its role in a supply chain, Forecasting methods/techniques, Focus forecasting, Collaborative Planning, Forecasting and Replenishment(CPFR), Aggregate planning in a supply chain, Aggregate planning strategies, Planning supply and demand in a supply chain.</p>	15 Hours

Note: Relevant case studies based on the above units should be discussed in the class.

<p>Fieldwork/ Assignment:</p> <ol style="list-style-type: none"> 1. Study the logistics system of a local manufacturing company. 2. Select an organization and map its supply chain from suppliers to end customers. 3. Study how a retail store manages inventory based on demand. 4. Visit the organization and analyze the supply chain network. 5. Collect historical sales data, apply suitable forecasting methods, and make comparison between them.

Note:
Each student should prepare report for Fieldwork/ Assignment including detailed information as per guidelines and format of

report given by subject teacher. Take photographs in your cell phone with prior permission during the visit to business units and discussion with people. Produce the black and white print of photographs in your report wherever possible.

Reference Books:

1. Supply Chain Management: Strategy, Planning, and Operation, 7th ed., by Sunil Chopra & Peter Meindl, Pearson.
2. Logistics & Supply Chain Management, 5th ed., by Martin Christopher, Pearson.
3. Logistics & Supply Chain Management, 5th ed., by K. Shridhara Bhat, Himalaya Publishing House

Additional Readings

Case studies-

1. Dell’s direct model in PC manufacturing: Integration of supply chain and e-business.
2. Starbucks’ sustainable sourcing practices: A supply chain perspective.
3. Walmart’s supply chain management strategies for global dominance.

Research paper-

1. Eyo-Udo, N. L., Odimarha, A. C., & Kolade, O. O. (2024). Ethical supply chain management: balancing profit, social responsibility, and environmental stewardship. International Journal of Management & Entrepreneurship Research, 6(4), 1069-1077.

COs – POs mapping matrix (1-low, 2-medium, 3-high, 0-No correlation)

COs ↓	Program Outcomes →				
	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	1	1	1
CO 2	3	3	2	1	2
CO 3	2	3	3	2	2
CO 4	2	2	2	2	1
Total	10	10	8	6	6
Average	2.5	2.50	2.50	1.5	1.5

BBA/MBA Integrated Part-III- Sem-V (NEP)
Elective- A: Marketing Management
Buying Behaviour and Brand Management
DSE-A501

Course Outcomes	After studying this course student will be able to: 1. Compare consumer behaviour and its effect on buying decision 2. Demonstrate consumer behaviour and buying decision process 3. Application of effective marketing program by understanding buyer behaviour 4. Develop brand building abilities
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Total Hours of Teaching: 60	Lecture(3)-Tutorial(1)- Practical(0)/Week: 04	Credit Points: 04
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Total Marks:100	Theory: 60	Internal: 40
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Syllabus Contents:

Unit: I	Introduction to consumer Behaviour: Concept and Definition, need and significance for studying consumer behaviour, Factors influencing buying behaviour, consumer buying behavior process, Participants in buying behaviour. Online Consumer Behaviour. Consumer modelling: - The economic model Learning model - psychoanalytic model The sociological model- The Howard Sheth model of buying behavior The Nicosia model-The Engel Kollat-Blackwell Model	15 Hours
Unit: II	A. Individual Relational importance: Consumer behaviour and Perception, Learning, Personality, Attitude, Motivation. Social class and group: Definition and meaning of social stratification factors responsible for social stratification characteristic features of social classes' Social influence on consumer behaviour. Definition and Meaning of Group - Reasons For formation of group Types of Groups relevant to consumer behaviour Family life cycle- Friendship Group Formal social clubs-Shopping Friends groups- Work group-Reference group. B. Organizational buying behaviour: process, factors influencing Organizational buying behaviour, marketing mix for Organizational buying behaviour	15 Hours
Unit: III	Brand management: Brand name and trademark, branding Decisions, importance of branding, Branding challenges of Opportunities, Brand Management process, Brand Development: Brand extension Brand Rejuvenation, Rebranding, Celebrity endorsement, brand building, Co-Branding Internal Branding, Brand Leadership. Brand Positioning -Positioning Guidelines, Defining Brand Mantras, Brand Value Chain.	15 Hours
Unit: IV	Brand Assessment and Evaluation-Brand awareness, Brand identity, Brand personality, Brand image, Brand equity and Brand Equity models- David Aakar Brand Equity model, Resonance Model, Brandz Model. Criteria for choosing Brand Elements, Options and tactics for Brand elements Brand Audit- Brand Inventory and Brand Exploratory	15 Hours

Note: Relevant case studies based on the above units should be discussed in the class.

Fieldwork/ Assignment:

1. Visit a local retail outlet and conduct the customer interviews to Identify factors influencing their buying decisions.
2. Select one high-involvement product and one low-involvement product Interview consumers for each product and map their responses to the stages of the consumer buying process.
3. Conduct a field survey among families and identify how family life cycle stages influence product choices such as food items, vehicles, education services, or insurance. Also examine the impact of

friends, work groups, and reference groups.

4. Select any two competing brands from the same product category. Analyze them on parameters such as: Brand image, Brand personality, Brand identity, Brand equity, Branding strategies
5. Identify a brand that has undergone rebranding, brand rejuvenation, or celebrity endorsement. Study: Reasons behind it.

Note:

Each student should prepare report for Fieldwork/ Assignment including detailed information as per guidelines and format of report given by subject teacher. Take photographs in your cell phone with prior permission during the visit to business units and discussion with people. Produce the black and white print of photographs in your report wherever possible.

Reference Books:

1. Schiffman, L. G.; Kanuk L. L. and Kumar, S. R. Consumer Behavior. Pearson Education Inc.
2. Loudon, D. L. and Bitta, J. Albert Della. Consumer Behavior; Concepts and Applications. Tata McGraw Hill Publishing Company Limited
3. Babin, B.J.; Harris, E.G. and Mohan, Ashutosh. Consumer Behavior (CB): A South Asian Perspective. Cengage Learning India Pvt. Limited
4. Hawkins, D. I.; Best, R. J. and Coney, K. A. Consumer Behavior: Building Marketing Strategy. Tata McGraw-Hill Publishing Company Limited.
5. Evans, M.; Jamal, A. and Foxall, G. Consumer Behavior, John Wiley & Sons LTD.
6. Solomon, M. R. Consumer Behavior Buying, Having and Being. PHI Learning Private Limited
7. Nair, S. R. Consumer Behavior Consumer Behavior & Marketing Research. Himalaya Pub. House.
8. Keller, K. L., & Swaminathan, V. (2026). Strategic brand management: Building, measuring, and managing brand equity (6th ed.). Pearson Education.
9. Aaker, D. A. (1991). Managing brand equity: Capitalizing on the value of a brand name. Free Press.

Additional Readings

- Journal of Consumer Research
- Journal of Brand Management
- Harvard Business Review (Branding, consumer insights, rebranding cases)
- Economic Times – Brand Equity (Indian brand case studies)

COs – POs mapping matrix (1-low, 2-medium, 3-high, 0-No correlation)

COs ↓	Program Outcomes →				
	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	1	1	1
CO 2	3	2	2	2	1
CO 3	2	3	3	2	2
CO 4	2	2	3	3	2
Total	10	9	9	8	6
Average	2.5	2.25	2.25	2.0	1.5

BBA/MBA Integrated Part-III- Sem-V (NEP) Elective- B: Financial Management Paper- I: Indian Financial System DSE-B501		
Course Outcomes:	After completion of the course, learners will be able to: <ol style="list-style-type: none"> 1. Review the structure and evolution of the Indian Financial System. 2. Analyse the role of financial regulators and institutions in India. 3. Evaluate the functioning of Indian financial markets and trading mechanisms. 4. Assess emerging trends, financial innovations, and challenges in the Indian Financial System. 	
Total Hours of Teaching: 60	Lecture (3)-Tutorial (1)- Practical (0)/ Week: 04	Credit Points: 04
Total Marks:100	Theory: 60	Internal: 40
Syllabus Contents:		
Unit: I	Introduction and Evolution of the Indian Financial System Concept and components of the Indian Financial System, Development and evolution of the Indian Financial System – Pre-independence, Post-independence and Post-liberalisation period, Role of the financial sector in economic growth and stability, Structure of the Indian Financial System – Financial institutions, financial markets, financial instruments and services.	15 Hours
Unit: II	Regulatory and Institutional Framework Role, objectives and functions of the Reserve Bank of India (RBI), Monetary policy framework in India, Securities and Exchange Board of India (SEBI) – market regulation and investor protection, Insurance Regulatory and Development Authority of India (IRDAI), Pension Fund Regulatory and Development Authority (PFRDA), International Financial Services Centres Authority (IFSCA), Financial Stability and Development Council (FSDC), Banking Regulation Act, RBI Act, FEMA, Basel III norms.	15 Hours
Unit: III	Financial Markets and Market Infrastructure A. Capital Market – primary and secondary market, instruments in capital market, Stock Exchanges in India – NSE and BSE, Market indices – SENSEX and NIFTY, trading mechanism - Demat system, rolling settlement, screen-based and online trading, Clearing and settlement process, Depositories – NSDL and CDSL. B. Money Market – instruments and recent developments. C. Derivatives Market – futures, options and swaps, Commodities and currency markets. D. Foreign Exchange Market – concept and exchange rate mechanism.	15 Hours
Unit: IV	Financial Institutions, Services and Emerging Trends A. Indian Banking System – commercial banks, RRBs and cooperative banks, Development Financial Institutions- NABARD, SIDBI, EXIM Bank and NHB, Non-Banking Financial Companies (NBFCs)- classification, prudential norms and systemic risk, Microfinance institutions and SHGs, Asset quality issues and NPAs. B. Avenues of Finance – Venture capital and private equity,	15 Hours

	<p>Merchant banking, Leasing and Hire Purchase, Credit rating agencies and rating methodology.</p> <p>C. Insurance Sector – life and non-life insurance.</p> <p>D. Emerging Trends – Financial technology (FinTech), Digital payment systems- UPI, NEFT, RTGS and CBDC.</p>	
<p>Note: Relevant case studies based on the above units should be discussed in the class.</p>		
<p>Fieldwork/ Assignment:</p> <p>The learners are required to:</p> <ol style="list-style-type: none"> 1. Classroom discussion on recent financial sector reforms and regulatory. 2. Study the functioning of capital or derivatives markets using a broker platform or virtual trading. 3. Visit any insurance company/broker/financial institution to learn about their relevant business. 4. Prepare a 4-5 pages report on the role of a selected insurance company/broker/financial institution. 5. Prepare comparative study between Traditional payment and Digital Payment system <p>Note:</p> <p><i>Each student should prepare report for Fieldwork/ Assignment including detailed information as per guidelines and format of report given by subject teacher. Take GPS photographs in your cell phone with prior permission during the visit to business units and discussion with people. Produce the black and white print of photographs in your report wherever possible.</i></p>		
<p>Reference Books:</p> <ol style="list-style-type: none"> 1. Bhole, L. M., & Mahakud, J. Financial Institutions and Markets. Tata McGraw-Hill. 2. Pathak, B. V. Indian Financial System. Pearson Education. 3. Meir Kohn, Financial Institutions and Markets, Tata McGraw-Hill, New Delhi. 4. V. A. Avdhani, Investment and Securities markets in India. Himalaya Publications. 5. Frank.J.Fabozzi & Franco Modigliani, Foundations of Financial Markets and Institutions, Pearson Education Asia. 6. M.Y.Khan, Financial Services, Tata McGraw-Hill, New Delhi. 7. M. Y. Khan, Indian Financial System, Tata Mc Graw-Hill, New Delhi. 8. H.R Machiraju, Indian Financial Systems, Vikas Publishing House Pvt. Ltd. 9. B. Pathak : Indian Financial Systems Pearson Education <p>Additional Readings:</p> <ul style="list-style-type: none"> • SEBI Annual Report and Market Review Reports. • IRDAI and PFRDA publications. • IMF and World Bank reports on Indian financial sector. 		

COs – POs mapping matrix (1-low, 2-medium, 3-high, 0-No correlation)

COs ↓	Program Outcomes →				
	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	1	1	1
CO 2	3	3	2	1	2
CO 3	2	3	3	2	1
CO 4	2	3	3	2	2
Total	10	11	9	6	6
Average	2.5	2.75	2.25	1.5	1.5

BBA/MBA Integrated Part-III- Sem-V (NEP) Elective- C: Human Resource Management Paper- I: Compensation Management DSE-C501		
Course Outcomes:	After completion of the course, learners will be able to: <ol style="list-style-type: none"> 1. Explain the components of a compensation and the importance of a compensation structure. 2. Organize a competitive compensation structure considering various factors like fringe benefits, ESOP, and executive remuneration. 3. Appraise the regulations related to minimum wages, payment of wages, and payment of bonus. 4. Design measures related to wage determination, pay grades, wage surveys, comparable worth, and competency-based pay. 	
Total Hours of Teaching: 60	Lecture (3)-Tutorial (1)- Practical (0)/ Week: 04	Credit Points: 04
Total Marks:100	Theory: 60	Internal: 40
Syllabus Contents:		
Unit: I	Dynamics of Compensation Structure Concept, Scope, Objectives and importance of Compensation structure, Components of compensation, Factors affecting compensation decisions, Basic issues in designing strategy for compensation structure.	15 Hours
Unit: II	Designing the Compensation Structure Job evaluation- Meaning. Concept, Methods, Internal and external equity in compensation structure, wage agreement, variable and Fixed Pay, Market competitiveness, Application of expectancy and equity theories towards compensation structure, cost to the company concept, Fringe Benefits: meaning, types. ESOP, Executive remuneration, Pay Commission, role of corporate governance in designing executive compensation.	15 Hours
Unit: III	Regulatory Framework for Compensation Structure Labour law reforms in India and objectives of labour codes, The Code on Wages, 2019 - Regulation of minimum wages, payment of wages, payment of bonus, equal remuneration provisions.	15 Hours
Unit: IV	Emerging Trends in Compensation Management Labour economics in wage determination, pay transparency and pay equity analytics, skill-based and competency-based pay, gig and contract workforce compensation, total rewards approach.	15 Hours
Note: Relevant case studies based on the above units should be discussed in the class.		
Fieldwork/ Assignment: The learners are required to: <ol style="list-style-type: none"> 1. Visit any organisation and study the compensation structure of an organization. 2. Visit nearby organization and study wage, salary, payroll system followed by an organization. 3. Discuss a case study on wage regulation. 		

4. Study an emerging compensation trend (such as gig workforce pay, pay transparency, etc.) adopted by an organisation and assess its impact on employees and organisational performance.
5. Study the role of labour economics in wage determination and its relevance in compensation system.

Note:

Each student should prepare report for Fieldwork/ Assignment including detailed information as per guidelines and format of report given by subject teacher. Take photographs in your cell phone with prior permission during the visit to business units and discussion with people. Produce the black and white print of photographs in your report wherever possible.

Reference Books:

- Cascio, W. (2015). *Managing Human Resources: Productivity, Quality of Work Life, Profits*. United Kingdom: McGraw-Hill Education.
- Duff, M. C. (2017). *Workers' Compensation Law: A Context and Practice Casebook*. United States: Carolina Academic Press.
- Henderson, R. I. (2020). *Compensation Management in a Knowledge-based World*. India: Pearson Education.
- Milkovich, G. T., Newman, J. M., Venkata Ratnam, C. S. (2009). *Compensation*. United States: McGraw-Hill/Irwin.
- Sharma, J. P. (2010). *An Easy Approach to Company and Compensation Laws*. Ane Books Pvt. Ltd.
- Bhatia, K. *Compensation Management*. Himalaya Publishing House.

Additional Readings:

Compensation: Strategies for a Bonus Plan (2019) by David Dodson. Harvard Business School. <https://hbsp.harvard.edu/product/E679-PDF-ENG>

COs – POs mapping matrix (1-low, 2-medium, 3-high, 0-No correlation)

COs ↓	Program Outcomes →				
	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	1	1	1
CO 2	2	3	2	2	1
CO 3	2	2	3	2	2
CO 4	1	2	3	3	2
Total	8	9	9	8	6
Average	2.0	2.25	2.25	2.0	1.5

BBA/MBA Integrated Part-III-Sem-V (NEP)
Elective- D: Production Management
Paper – I: Operations Management Strategy
DSE-D501

Course Outcomes	After studying this course student will be able to - 1. Explain the central role of in competitive advantage and apply the key frameworks of operations strategy. 2. Evaluate strategic choices in process technology, capacity, supply networks and innovation. 3. Design key performance indicator (KPI) systems to monitor and drive operational excellence. 4. Critically assess contemporary issues like digital transformation, sustainability, and resilience in operations strategy.	
Total Hours of Teaching: 60	Lecture(3)-Tutorial(1)- Practical(0)/Week: 04	Credit Points: 04
Total Marks:100	Theory: 60	Internal: 40
Syllabus Contents:		
Unit: I	Foundations of Operations Strategy Evolution from Operations Management to Operations Strategy; Operations as a source of competitive advantage (Cost, Quality, Speed, Flexibility, Innovation) The Strategy Hierarchy: Corporate, Business, and Functional Strategies; Concept of "Fit" - Strategic, Operational and Environmental fit; Formulation and implementation of operations strategy. Frameworks: Hayes and Wheelwright’s Four-Stage Model; Hill’s framework of operations strategy; Operations Strategy Matrix: (Performance Objectives vs. Decision Areas).	15 Hours
Unit: II	Strategic Content and Choices Capacity Strategy: Strategic capacity planning, economies of scale, capacity timing and sizing (lead, lag, match strategies). Supply Network Strategy: Vertical integration decisions (Make-or-Buy, Outsourcing, Offshoring), strategic supplier partnerships, supply chain configuration. Process Technology Strategy: The role of technology in operations strategy, automation, digitalization, and the strategic implications of Industry 4.0 (IoT, AI, Robotics). Product & Service Development Strategy: Aligning development with operations, the role of R&D, design for manufacturability/serviceability, time-to-market.	15 Hours
Unit: III	Implementation, Performance & Improvement Translating Strategy into Action: The challenge of implementation. Strategic Performance Measurement: The Balanced Scorecard (BSC) and Strategy Maps applied to operations. Designing operational KPIs and	15 Hours

	dashboards. Strategic Improvement: The strategic management of improvement programs (e.g., TQM, Lean, Six Sigma). Business Process Reengineering. Change Management in Operations: Overcoming resistance, building capabilities, and managing strategic change projects.	
Unit: IV	Contemporary Issues in Operations Strategy Operations Strategy in a Global Context: Managing global operations networks, challenges of coordination, and risk management. Sustainability & Circular Operations Strategy: Environmental and social responsibility as a strategic imperative. Circular economy principles (Reduce, Reuse, Recycle). Operations Strategy for Resilience & Risk Management: Building robust and resilient operations to handle disruptions (e.g. pandemics, geopolitical issues). Digital Business Models & Operations: Strategy for service operations, platform-based operations and data-driven decision-making. The Future of Operations Strategy: Trends and challenges.	15 Hours
Note: Relevant case studies based on the above units should be discussed in the class.		
Fieldwork/ Assignment:		
<ol style="list-style-type: none"> 1. Operations Strategy Analysis of an Indian company 2. Comparative study of operations strategies of two companies 3. Field visit report of a manufacturing/service unit with Operations strategic analysis 4. Visit the organization and prepare a report on Total Quality Management System 5. Analyse the following case studies - <ul style="list-style-type: none"> • Maruti Suzuki's operations strategy • Mahindra & Mahindra's lean implementation • Taj Hotels' service operations strategy • Asian Paints' supply chain strategy • DMart's retail operations strategy • Zomato/Swiggy's platform operations strategy 		
Reference Books:		
<ol style="list-style-type: none"> 1. Slack, N., & Lewis, M. (2020). Operations strategy (6th ed.). Pearson Education. 2. Hill, T. (2000). Manufacturing strategy: Text and cases (3rd ed.). Palgrave Macmillan. 3. Hayes, R. H., Pisano, G. P., Upton, D. M., & Wheelwright, S. C. (2005). Operations, strategy, and technology: Pursuing the competitive edge. John Wiley & Sons. 4. Mahadevan, B. (2015). Operations management: Theory and practice (3rd ed.). Pearson Education. 5. Aswathappa, K., & Shridhara Bhat, K. (2017). Production and operations management (Revised ed.). Himalaya Publishing House. 6. Sahay, B. S. (Ed.). (2010). Supply chain management and strategy: Indian cases. Macmillan Publishers India. 7. Porter, M. E. (1985). Competitive advantage: Creating and sustaining superior performance. Free Press. 8. Kaplan, R. S., & Norton, D. P. (1996). The balanced scorecard: Translating strategy into action. Harvard Business Review Press. 9. Fitzsimmons, J. A., & Fitzsimmons, M. J. (2018). Service management: Operations, strategy, 		

information technology (9th ed.). McGraw-Hill Education.

10. Chopra, S., & Meindl, P. (2021). Supply chain management: Strategy, planning, and operation (8th ed.). Pearson Education.

11. Womack, J. P., & Jones, D. T. (2003). Lean thinking: Banish waste and create wealth in your corporation (Revised ed.). Free Press.

Additional Readings:

1. Harvard Business School Publishing. (Various years). Operations strategy case collection. Harvard Business Publishing.

2. ICMR Center for Management Research. (2020). Operations and supply chain management: Case studies from Indian companies. ICFAI University Press.

3. Goldratt, E. M., & Cox, J. (1984). The Goal: A Process of Ongoing Improvement (4th ed.). North River Press.

4. Goldratt, E. M. (1990). The Haystack Syndrome: Sifting Information Out of the Data Ocean. North River Press.

5. Liker, J. K. (2004). The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer. McGraw-Hill.

6. Lala, R. M. (2007). The Joy of Achievement: Conversations with J.R.D. Tata. Penguin India.

COs – POs mapping matrix (1-low, 2-medium, 3-high, 0-No correlation)

COs ↓	Program Outcomes →				
	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	2	1	1	2	0
CO 2	2	1	1	2	0
CO 3	2	1	1	2	0
CO 4	2	1	1	2	0
Total	8	4	4	8	0
Average	2	1	1	2	0

BBA/MBA Integrated Part-III- Sem-V (NEP)**Elective- E: Business Analytics****Paper – I: Business Data Management****DSE E-501**

Course Outcomes	After studying this course student should be able to:	
	<ol style="list-style-type: none"> 1. Understand the need and importance of data base management for business intelligence and business decision making. 2. Collect, Analyse and apply multiple data sources and create dynamic SQL 3. Analyse, evaluate and explore advanced SQL and no SQL i.e. Big Data 4. Evaluate and Create interactive Business Reports, tables and simplified Data tables for Business Data Analytics and Intelligence 	
Total Hours of Teaching: 60	Lecture (3)-Tutorial (1)- Practical(0)/Week: 04	Credit Points: 04
Total Marks:100	Theory: 60	Internal: 40
Syllabus Contents:		
Unit: I	Introduction to Database Management and tools Introduction to Business Data Management Its importance. Various database technology and tools for DBMS/RDBMS/Big-Data Database schema design Database, Table, Schema, Data normalization (1NF 2NF 3NF 4NF 5NF) Data Redundancy, Primary Key and Foreign Key. ER diagrams and database Design.	15 Hours
Unit: II	SQL statements and Data Shaping 2a. Connecting to data sources Querying and shaping data Creation Deletion Updating, Editing and Importing Various data Tables into database, Setting relationship among Tables and creation of Views 2b. The SQL Statement Table commands LIKE (Inset, Update, Delete etc.) Select statement (Select-From, where, and& or, In-not in, Like-not like, Wildcard characters, Between, is not null-is null, select distinct, select distinct, Having and Limit, Using Aliases etc.) Aggregate Functions Like (Min, Max, Count, average, sum, round etc.) SQL JOINS (Left join, Right join, Cross Join, Union and Union all) 2c. Use of SQL For Data Analytics Data extraction, detection of missing and duplicate records data cleaning techniques using SQL queries for collecting data from relational database tables and summarizing the database fields.	15 Hours
Unit: III	Advanced SQL and No SQL 3a. Advance SQL SUBQUERIES (a) IN nested inside Where, b) EXISTS nested inside Where) Introduction, Cursors, Stored Procedures, Stored Functions, Triggers, Partitioning 3b. No SQL (Big Data Analytics) Overview and applications of NoSQL databases – MongoDB, Neo4j/Graph DB.	15 Hours

Unit: IV	<p>Creating Reports and data outcome using various Business Database Tables</p> <p>Case Base Management report preparation in Finance/Marketing/ HR/ Production etc.</p> <p>For creation of reports using extraction of business data from database and export the data to report Generators</p>	15 Hours
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Note: Relevant case studies based on the above units should be discussed in the class.

Fieldwork/ Assignment:

- 1) Create a database with tables, import Excel sheets as tables, create a view, update, insert, delete records, create primary and secondary (i.e. Foreign Key to connect tables and create a view, also create all types of Normal forms
- 2) Use select statements for various conditional formats as per requirement (using Select-From, where, and & or, In-not in, Like-not like, Wildcard characters, Between, is not null-is null, select distinct, select distinct, Having and Limit, Using Aliases, etc.)
- 3) Use Aggregate Functions in view creation (Like Min, Max, Count, average, sum, round, etc.) also use SQLJOINS (Left join, Right join, Cross Join, Union and Union all) to connect various tables to obtain a joint view
- 4) Introduction and basic hands-on practice to MongoDB to create schema, insert, delete, update, find operation and basic queries using MongoDB.
- 5) Student has to select HR/Marketing/Finance/Production Data Available with various Excel sheets, import them as tables in the Database and Customize views to prepare Views and Reports

Note:

Each student should prepare report for Fieldwork/ Assignment including detailed information as per guidelines and format of report given by subject teacher. Take photographs in your cell phone with prior permission during the visit to business units and discussion with people. Produce the black and white print of photographs in your report wherever possible.

Reference Books:

- Ramesh Sharda, Dursun Delen and Efraim Turban, “Business Intelligence, Analytics, Data Science and AI – A Managerial Perspective”, 5th edition, Global Edition, Pearson Education Limited, 2024.
- Steve Williams, Business Intelligence Strategy and Big Data Analytics - A General Management Perspective, Morgan Kaufmann (Elsevier), 2016.
- Vincent Charles, Pratibha Garg, Neha Gupta and Mohini Agarwal, “Data Analytics and Business Intelligence” Computational Frameworks, Practices, and Applications, CRC Press, 2023.
- Ira J. Haimowitz, “DATA ANALYTICS FOR BUSINESS - Lessons for Sales, Marketing, and Strategy”, Routledge (Taylor & Francis), 2023.
- Panneerselvam, R., Database Management Systems PHI Learning Pvt. Ltd., New Delhi, 2011
- James martin, Principles of Database Management, Prentice-Hall of India, 1998



Additional Readings e-Resources:

1. <https://www.tutorialspoint.com/sql/index.htm>
2. <https://www.tutorialspoint.com/dbms/index.htm>
3. <http://nosql.mypopescu.com/>
4. <https://www.kaggle.com/datasets/grouplens/movielens-20m-dataset>

Video Lectures

- ✓ <https://www.youtube.com/watch?v=bAyrObl7TYE&list=PLEiEAq2VkUUJqp1kg5W1mo37urJQOdCZ>
- ✓ <https://www.youtube.com/watch?v=VmO0QgPCbZY&list=PLEiEAq2VkUUJqp1kg5W1mo37urJQOdCZ&index=4>
- ✓ <https://www.youtube.com/watch?v=GG-VRm6XnNk>

COs – POs mapping matrix (1-low, 2-medium, 3-high, 0-No correlation)

COs 	Program Outcomes 				
	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	2	3	2	2	1
CO 2	3	3	2	2	2
CO 3	2	3	3	3	3
CO 4	2	3	3	3	3
Total	9	12	10	10	11
Average	2.25	3.00	2.50	2.50	2.25

BBA/MBA Integrated Part-III- Sem-V (NEP)
Elective- F: Supply Chain Management
Paper – I: Fundamentals of Supply Chain Management
DSE-F501

Course Outcomes	<p>After studying this course student should be able to:</p> <ol style="list-style-type: none"> 1. Understand Supply Chain Management and Customer service dimension. 2. Illustrate and examine sourcing, procurement and order processing. 3. Analyze Order Processing Cycle. 4. Explain current issues in Supply Chain Management.
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Total Hours of Teaching: 60	Lecture (3)-Tutorial (1)- Practical(0)/Week: 04	Credit Points: 04
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Total Marks:100	Theory: 60	Internal: 40
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Syllabus Contents:

Unit: I	<ol style="list-style-type: none"> a. Basics of Supply Chain Management (SCM) – Meaning, Importance, Objectives and Scope of SCM, Supply Chain Drivers, Supply Chain Decision-Making Framework, Supply Chain Activities - Key activities, Support activities b. Customer Service Dimension – Marketing and Supply chain interface, Customer service - Elements of customer service, Importance of supply chain customer service, Customer Retention 	15 Hours
Unit: II	<ol style="list-style-type: none"> a. Sourcing and Procurement – Sourcing decision in SCM, Objectives of procurement in SCM, Procurement process, Procurement strategies b. Order Processing – Customer order cycle, Order Management System, Order processing categories 	15 Hours
Unit: III	<ol style="list-style-type: none"> a. Inventory Management - Reasons for holding inventory, Inventory costs, Financial impact of inventory b. Warehousing, Material handling and Packaging c. Transportation – Role of Transportation in SCM, Factors affecting the choice of transportation modes, Career selection decision 	15 Hours
Unit: IV	<ol style="list-style-type: none"> a. Current Issues in Supply Chain Management – Benchmarking, Reengineering, Continuous Replenishment Supply Chains, Virtual Supply Chains, Lean Supply Chain, Agile Supply Chains, Green Supply Chain, Flexible Supply Chains b. Sustainable Supply Chain Management – The Triple bottom line, Reducing transport intensity of supply chains, 3 R's of Sustainable Supply Chain Management 	15 Hours

Note: Relevant case studies based on the above units should be discussed in the class.

Fieldwork/ Assignment:

1. Visit any organization and study their sourcing and procurement.
2. In the same organization, analyse customer order processing cycle.
3. Analyse inventory management process in the same organization.
4. Study the mode of transportation used by the same organization and its reasons.
5. Study online current issues in Supply Chain Management with reference to any multinational

company and present in the class.

Note:

Each student should prepare a report of Practical/ Fieldwork/ Assignment including detailed information as per guidelines and format of report given by subject teacher. Take photographs in your cell phone with prior permission during the visit to business units and discussion with people. Produce the black and white print of photographs in your report wherever possible.

Reference Books:

1. Supply Chain Management: Strategy, Planning, and Operation, 7th ed., Sunil Chopra, Pearson.
2. Logistics & Supply Chain Management, 5th ed., Martin Christopher, Pearson
3. Logistics and Supply Chain Management, K. Shridhara Bhat, Himalaya Publishing House
4. Supply Chain Management: Text and Cases, Janat Shah, Pearson
5. Essentials of Supply Chain Management, Michael Hugos
6. Supply Chain Logistics Management, Donald Bowersox, McGraw Hill
7. Agarwal, D. K. Supply chain management: strategy, cases and best practices. Macmillan.
8. Sharma, S. Supply chain management. Oxford University Press.

Additional Readings

9. Case Study - Walmart: Supply Chain Management, [P. Fraser Johnson](#), [Ken Mark](#), Ivey Publishing
10. Case Study - Apple Inc.: Global Supply Chain Management, By: [P. Fraser Johnson](#), Ivey Publishing

COs – POs mapping matrix (1-low, 2-medium, 3-high, 0-No correlation)

COs ↓	Program Outcomes →				
	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	2	1	1	1	1
CO 2	2	1	1	1	1
CO 3	2	1	1	2	1
CO 4	2	1	1	2	1
Total	8	4	4	6	4
Average	2	1	1	1.5	1

BBA/MBA Integrated Part-III-Sem-V (NEP)		
INTERNSHIP		
SEC501		
Course Outcomes	After the course, the outcomes are as follows under 1. Application of theoretical knowledge to real-world scenarios. 2. Development of professional skills and networking opportunities. 3. To understand workplace culture and dynamics. 4. Hands-on experience in a chosen field.	
Total Marks:100	Internal: 100	Credit Points - 4

Internship aims to provide students with an integrative learning experience that combines professional work in a real-world organization with rigorous academic research. Students will develop and apply theoretical knowledge to practical challenges through an action research project, enhancing their problem-solving, critical thinking, and communication skills. This course aims to bridge the gap between academic study and professional practice, preparing students for successful careers in their chosen fields.

Internship/ Capstone Project Student Engagement Process:

An internship is a structured, hands-on learning experience integrating academic knowledge with pre-professional work activities. It mutually benefits both the student-intern and the host organisation. Interns apply foundational skills from their studies to real-world tasks, enhancing their practical experience. Placement sites outline clear expectations, duties, and performance goals for the interns. They also offer regular supervision and feedback to guide the interns' development. This experiential learning helps students build valuable industry- specific skills, gain insights into their chosen field, and improve their employability upon graduation.

Step 1.

Orientation Session: The orientation session for the internship/capstone project is designed to provide students with a comprehensive overview of what to expect and how to succeed in their upcoming professional experience. The session aims to bridge the gap between academic learning and practical application in a real-world setting.

Step 2.

Identify an internship: Students research opportunities that align with their career goals and academic background. They explore various platforms, such as online job boards, networking

events, and professional associations, to find positions that offer relevant hands-on experience and skills in their chosen field.

Step 3.

Joining Letter: The Student should submit duly signed internship letter forwarded by the industry guide.

Step 4.

Start of Internship: The internship lasts eight weeks. Total duration of internship shall be 8 weeks or 60 days. Regular check-ins and progress reviews will be conducted to support intern development and address any challenges, providing a productive and enriching internship experience.

Step 5.

Submission of Report: Students should submit one spiral copy of Internship Report to the institute.

- Front Page: Title of Internship, Internship Company, Student Name, Name of the Programme, Name of the guide, Name of the Institute, Year
- Joining Letter
- Internship Certificate
- Declaration
- Guide Certificate
- Director Recommendation
- Index
 - Introduction and background of the Company
 - Roles and responsibilities as an Intern
 - Weekly work allotment and completion report
 - Challenges and Solutions
- Learning from the internship Conclusion

Step 6.

Internship Evaluation: The Viva Voce for internship evaluation is an oral exam where interns present their experiences, learning, and contributions. It involves summarising their role, key projects, and applied skills. Interns discuss the knowledge gained, application of academic theories, and challenges faced, including how they were addressed. They reflect on their professional development and how the internship influenced their career goals. Feedback from supervisors and industry insights are also shared. Examiners ask questions to delve deeper into the intern's understanding and experiences. This evaluation assesses the intern's ability to articulate their growth and readiness for professional work. The review of the work done by students will be carried out after two weeks of report submission. The internal examiner will evaluate the student's submission.

JOINING LETTER

To,
The Director,
.....
.....
.....

Sub: Joining Letter

Respected Sir,
I, Shri/Ms have
joined
..... for the
internship from..... to
I would be carrying out internship under the guidance and supervision of Shri./Ms.
..... (designation) in..... (Specialization).
I shall join the college immediately after completion of my internship without fail.

(Name and signature of the Student)

(Name and Signature of the Industry Guide)

Seal of Organization

WEEKLY WORK ALLOTMENT AND COMPLETION REPORT

Progress Report No.

Name of Student	
Organisation	
Name of Industry Guide	
Date of Joining	
Date of Progress Report	
Period of Progress	
Work Allotted	
Work Completed	

(Name and signature of the Student)

(Name and Signature of the Industry Guide)

Seal of Organization

BBA/MBA Integrated Part-III- Sem-V (NEP)**Audit Course-I****DSE-AC501**

Course Outcomes	After studying this course student should be able to:	
	<ol style="list-style-type: none">1. Explain the meaning, nature, objectives, and scope of audit.2. Describe the basic principles governing an audit and the role of an auditor.3. Apply the concepts of vouching to verify accounting transactions.4. Apply verification and valuation methods for assets and liabilities.5. Analyze audit reports and differentiate between clean, qualified, adverse, and disclaimer opinions.	
Total Hours of Teaching: 30	Lecture (2)-Tutorial (0)- Practical(0)/Week: 02	Credit Points: 02
Total Marks:50	Theory: 30	Internal: 20
Syllabus Contents:		
Unit: I	Introduction to Audit Meaning and nature of audit, Objectives of Audit, Scope of audit, Basic Principles Governing an Audit,	15 Hours
Unit: II	Vouching & Verification and Audit Report Concept of Vouching and objectives, Verification and Valuation: Assets & Liabilities, Auditor's Report Elements of Audit Report, Types of Audit Report: Clean, Qualified, Adverse Opinion and Disclaimer of Opinion	15 Hours
Note: Relevant case studies based on the above units should be discussed in the class.		
Fieldwork/ Assignment:		
<ol style="list-style-type: none">1. Visit to a firm of Chartered Accountants and discuss with C. A. on his/her practical experiences regarding audit of various Entities.2. Visit to an organization where actual audit in process is undertaken and observe the process and report		
Note: <i>Each student should prepare report for Fieldwork/ Assignment including detailed information as per guidelines and format of report given by subject teacher. Take photographs in your cell phone with prior permission during the visit to business units and discussion with people. Produce the black and white print of photographs in your report wherever possible.</i>		
Reference Books:		
<ol style="list-style-type: none">1. A Handbook of Practical Auditing: Dr. B.N. Tandon, Dr. Sudharsanam. Dr. Sundarbhou, S. Chand Publications2. Auditing and Assurance: Sanjib Kumar Basu, Pearson Publishing House3. Advanced Auditing and Professional Ethics: CA Vinod kumar Agarwal, CA Aarati Laboti, A.S Foundation4. Auditing and Assurance Services: Karen Hooks, Wiley Publishers5. Auditing and Assurance: CA Surabhi Bansal, Best word Publications6. Audit and Assurance Standards in India: MP Vijaykumar, Snow White Publication7. Fundamentals of Auditing: Kumar and Sharma, Prentice Hall (India) Publihsers8. Study Material of CA (IPCC and Final): The Institute of Chartered Accountants of India		

COs – POs mapping matrix (1-low, 2-medium, 3-high, 0-No correlation)

COs ↓	Program Outcomes →				
	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	1	1	0	1
CO 2	2	1	2	1	2
CO 3	3	2	2	1	2
CO 4	3	2	2	1	3
CO5	3	3	2	2	3
Total	13	9	9	5	11
Average	2.26	1.80	1.80	1.00	2.20

Part-III Semester VI

Sr. No.	Course Code	Course Title	L	T	P	Course Credit	Internal Evaluation	University Evaluation	Total Marks
1	CC601	Project Management	3	1	0	4	40	60	100
2	CC602	Business Taxation	2	0	0	2	20	30	50
3	DSE601	Elective-I-Paper-II	3	1	0	4	40	60	100
4	DSE602	Elective-II-Paper-II	3	1	0	4	40	60	100
5	SEC601	Corporate Governance	2	0	0	2	20	30	50
6	SEC602	Major Project (Initiated in Semester V)	-	-	-	4	50	50	100
7	DSE-AC601	Discipline Specific Elective Course (Audit Course)	1	1	0	2	20	30	50
Total			-	-	-	22	-	-	550

**BBA/MBA Integrated Part-III- Sem-VI (NEP)
Project Management
CC601**

Course Outcomes

After studying this course student will be able to:

- Understand fundamentals of Project Management
- Apply project-planning techniques including scope, definition, WBS, and scheduling tools.
- Examine project execution issues related to cost, quality, and risk management.
- Evaluate project performance and compare Traditional and Agile project management approaches.

Total Hours of Teaching: 60

**Lecture(3)-Tutorial(1)-
Practical(0)/Week: 04**

Credit Points: 04

Total Marks:100

Theory: 60

Internal: 40

Syllabus Contents:

Unit: I	Fundamentals of Project Management Meaning and definition of project- Characteristics of projects – Objectives and functions of project -project Classification-Project life cycle and its phases. Project management definition- elements of project management- Role and responsibilities of the project manager- Organizational structures and their influence on project management.	15 Hours
Unit: II	Project Planning and Tools Project planning process – Defining project scope and objectives – Project charter – Work Breakdown Structure (WBS) – Project scheduling techniques – Gantt charts – Network techniques: PERT and CPM – Critical path analysis	15 Hours
Unit: III	Executing and Monitoring Projects Project execution process – Resource planning and allocation – Project budgeting and cost control – Quality management in projects – Project monitoring and control – Performance measurement techniques – Risk management: risk identification, risk analysis, and risk response development and risk response control	15 Hours
Unit: IV	Concluding Projects and Agile Methodologies Project closure process – Project documentation – Performance evaluation – Stakeholder communication –post-project review and lessons learned – Introduction to Agile project management –Comparison between traditional and Agile project management approaches.	15 Hours

Note: Relevant case studies based on the above units should be discussed in the class.

Fieldwork/ Assignment:

1. Visit any medium or large business organization, study their new project and describe each phase of the project life cycle.
2. In the same organization, create a hierarchical Work Breakdown Structure (WBS) for the project.
3. Take one project and Construct a PERT/CPM network diagram
4. Visit any organization and analyse the risk management practices
5. Conduct a post-project review and study traditional and Agile project management approaches with documented lessons learned.

Note:

Each student should prepare report for Fieldwork/ Assignment including detailed information as per guidelines and format of report given by subject teacher. Take photographs in your cell phone with prior permission during the visit to business units and discussion with people. Produce the black and white print of photographs in your report wherever possible.

Reference Books

1. Information Technology Project Management, by Kathy Schwalbe, Cengage Learning.
2. Project Management: A Managerial Approach, by Jack R. Meredith and Samuel J. Mantel Jr., Wiley.
3. Modern Project Management by Contributors Mishra, R. C. and Soota, Tarun., New Age International (P) Limited.
4. Project Management: The Managerial Process by Gray, Clifford F., Larson, Erik W., Tata McGraw Hill Education Pvt. Ltd.
5. Project management and control by Singh, Narendra., Himalaya Publishing House.

Additional Readings

Case studies-

1. The Big Dig: A project management analysis of Boston's Central Artery/Tunnel Project.
2. The launch of Apple's iPhone: Managing high-stakes technology projects.
3. Project management in non-profits: The case of the Global Fund's initiatives.

Suggested Research Paper Reading:

1. Orieno, O. H., Ndubuisi, N. L., Eyo-Udo, N. L., Ilojiana, V. I., & Biu, P. W. (2024). Sustainability in project management: A comprehensive review. World Journal of Advanced Research and Reviews, 21(1), 656-677.

COs – POs mapping matrix (1-low, 2-medium, 3-high, 0-No correlation)

COs ↓	Program Outcomes →				
	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	1	1	1
CO 2	3	2	3	2	1
CO 3	2	3	3	2	2
CO 4	2	3	2	2	2
Total	10	10	9	7	6
Average	2.5	2.5	2.25	1.75	1.5

BBA/MBA Integrated Part-III- Sem-VI (NEP)
Business Taxation
CC602

Course Outcomes	After studying this course student will be able to: 1. Understand the fundamentals of Goods and Services Tax (GST) and Customs Duty. 2. Apply and analyze GST compliance procedures by classifying various GST returns.
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Total Hours of Teaching: 30	Lecture(2)-Tutorial(0)- Practical(0)/Week: 02	Credit Points: 02
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Total Marks:50	Theory: 30	Internal: 20
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Syllabus Contents:

Unit: I	Goods and Service Taxes (GST) Fundamentals of GST, Constitution { 101st Amendment } Act 2016, Tax Structure in India, Types of Taxes – Direct and Indirect Taxes. Introduction to GST – need for GST, origin, Constitutional amendment for bringing GST, one nation one tax, objectives, structure, GST council, tax rates, Process of registration, compulsory registration, exemption from registration, liability for registration, deemed registration, cancellation of registration and revocation of registration. GST Unique Identification Number (GSTIN).	15 Hours
Unit: II	Filing of GST Returns and Customs Duty Overview of GSTR 1- GSTR 3B - GSTR 4 GSTR 5- GSTR6- GSTR7-GSTR8- GSTR – 9 - GSTR10- GSTR11. Assessment under Chapter XII- Assessment & Audit Rules (no 98 to 102) - Demands and Recovery. Custom Duty-Introduction- Basic Concepts - Territorial Waters - High Seas – Types of Customs Duties - Basic customs duty - Protective duties - Safeguard duty – Countervailing Duty on subsidized articles - Anti-dumping duty	15 Hours

Note: Relevant case studies based on the above units should be discussed in the class.



- Fieldwork/ Assignment:**
- Study the GST registration process using the GST portal.
 - Create a comparative table of GST returns:
 - Illustrate a comparative chart explaining different types of customs duties with objectives and examples.
 - Study a comparative chart showing Direct Taxes Vs Indirect Taxes with examples.

Note:
Each student should prepare report for Fieldwork/ Assignment including detailed information as per guidelines and format of report given by subject teacher. Take photographs in your cell phone with prior permission during the visit to business units and discussion with people. Produce the black and white print of photographs in your report wherever possible.

Reference Books:

1. Datey, V. S.; Indirect Taxes. Taxmann Publications Pvt. Ltd.
2. Balachandran, V. ; Indirect Tax Laws. Sultan Chand & Sons.
3. Datey, V. S.; GST and Customs Law. Taxmann Publications Pvt. Ltd.
4. Singhania, V. K., & Singhania, K.; Indirect Taxation. Taxmann Publications Pvt. Ltd.
5. Sahay, B. S., & Ranjan, R. ; Goods and Services Tax (GST). Cengage Learning India.
6. Sury, M. M.; Indirect Taxes. New Century Publications. Course

COs – POs mapping matrix (1-low, 2-medium, 3-high, 0-No correlation)

COs 	Program Outcomes 				
	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	1	1	1
CO 2	3	3	2	2	2
Total	6	5	3	3	3
Average	3.00	2.50	1.50	1.50	1.50

BBA/MBA Integrated Part-III- Sem-VI (NEP)
Elective- A: Marketing Management
Paper – II: Service Marketing and Retail Marketing
DSE-A601

Course Outcomes	After studying this course student will be able to: <ol style="list-style-type: none"> 1. Understanding of the unique challenges inherent in managing and delivering quality services. 2. Analyze and develop the service marketing strategies 3. Understanding of retail formats 4. Develop and understand the retail marketing mix strategies 	
Total Hours of Teaching: 60	Lecture(3)-Tutorial(1)- Practical(0)/Week: 04	Credit Points: 04
Total Marks:100	Theory: 60	Internal: 40
Syllabus Contents:		
Unit: I	Service Marketing Meaning, definition, importance of services, distinction between services and goods, characteristics of services, Marketing Mix in Service Marketing- 7 Ps. Product- Service Package, Service Components, Core and Supplementary Services. Price-Intangibility and Price, Price and Quality, Service Customization and Price, Pricing approaches. Promotion- Issues in Service promotion, Guidelines for effective promotion.	15 Hours
Unit: II	Service Distribution- Channels in services, Need of Intermediaries, Service options, Service Distribution Strategy.Process-Service Blueprint, Service process, service process matrix. People-Moment of Truth, Service encounters, types of service personnel, service personnel issues, emotions in service situations. Physical Evidence- evidence types, role of physical evidence, stimulus response model, services scapes. Service Quality- Quality Dimensions, Gap model, SERVQUAL Model.	15 Hours
Unit: III	A. Introduction to Retailing: Definition, Characteristics, Theories of Retailing; Emerging trends in retailing; Evolution of retailing in India; Retail Formats: Retail institutions by ownership, Retail institutions by Store-Based Strategy Mix, Web, and Non-store based, and other forms of Non-traditional Retailing; Retail consumers. Retail Marketing Mix, Advertising and Sales Promotion, Store Positioning. B. Retail Merchandising: Buying Organization Formats and Processes, Devising Merchandise Plans, Shrinkage in retail merchandise management; Mark-up and Markdown in merchandise management; Merchandise Pricing: Concept of Merchandise Pricing, Pricing Objectives, External factors affecting a retail price strategy, Pricing Strategies, Types of Pricing. Retail People Strategy, Buying and Merchandising strategy.	15 Hours
Unit: IV	Retail Location Strategy- Choosing a Store Location: Trading-Area analysis, characteristics of trading areas, Site selection, Types of locations, location and site evaluation. Store Planning: Design and Layout, Introduction to Visual merchandising, Retail Image Mix, effective retail space management, floor space management; Service Strategy; Customer Relationship and Customer experience; IT in retailing; E-tailing, quick commerce.	15 Hours
Note: Relevant case studies based on the above units should be discussed in the class.		

Fieldwork/ Assignment:

1. Visit the service organization and study the 7 Ps of Service marketing.
2. Conduct a field study of a service organization with the help of the SERVQUAL model and also study the Gap analysis.
3. Develop Merchandise plan for the local retail unit
4. Visit different retail stores, prepare a comparative report on retail formats adopted.
5. Conduct a field study on retail location selection and store layout, including trading area analysis and visual merchandising practices.

Note:

Each student should prepare report for any 5 Fieldwork/ Assignment including detailed information as per guidelines and format of report given by subject teacher. Take photographs in your cell phone with prior permission during the visit to business units and discussion with people. Produce the black and white print of photographs in your report wherever possible.

Reference Books:

1. Services Marketing: V Zeithaml, Gremler, Bitner and Ajay Pandit, 7 th Edition TMH,2018
2. Services Marketing: Jochen Wirtz, Christopher H. Lovelock & Jayanta Chatterjee 9th Edition; Published by World Scientific, 2023
3. Services Marketing: Dr. S.M. Jha., Himalaya Publishing House Pvt. Ltd.,2022
4. Service Management: Operations, Strategy, Information Technology, Sanjeev Bordoloi, James Fitzsimmons and Mona Fitzsimmons 10th Edition ISBN10: 1264098359 | ISBN13: 9781264098354 © 2023
5. Services Marketing: Concepts, Strategies & Cases K. Douglas Hoffman | John E.G. Bateson ISBN: 9789386858771 Edition: 5th © Year: 2017
6. Services Marketing: Text and Cases-Harsh V. Verma, Pearson Education
7. Retail Management: Berman, Evan, Chatterjee, A Strategic Approach (2018), Pearson Education
8. Retailing Management: Levy, Weitz and Pandit, McGraw Hill Education,
9. Retail Marketing: - S. Banumathy., M. Jayalakshmi., Himalaya Publishing House
10. Retailing Management: Text and Cases-Swapna Pradhan., McGraw Hill Education

Additional Readings:

- Journal of Retailing
- International Journal of Retail and Distribution Management
- Journal of Retail and Consumer Service

COs – POs mapping matrix (1-low, 2-medium, 3-high, 0-No correlation)

COs ↓	Program Outcomes →				
	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	1	1	1
CO 2	3	3	2	2	1
CO 3	2	3	3	2	2
CO 4	3	2	2	1	1
Total	11	10	8	6	5
Average	2.75	2.50	2.00	1.50	1.25

BBA/MBA Integrated Part-III- Sem-VI (NEP) Elective- B: Financial Management Paper- II: Investment Management DSE-B601		
Course Outcomes:	After completion of the course, learners will be able to: <ol style="list-style-type: none"> 1. Evaluate the investment avenues. 2. Analyse securities using fundamental and technical analysis. 3. Evaluate investment instruments based on risk and return. 4. Construct diversified portfolios considering investor life-cycle needs. 	
Total Hours of Teaching: 60	Lecture(3)-Tutorial(1)- Practical(0)/Week: 04	Credit Points: 04
Total Marks:100	Theory: 60	Internal: 40
Syllabus Contents:		
Unit: I	Investment Avenues A. Concept and objectives of investment, Investment vs speculation, Types of investors, Investment process and investment management framework, Investment avenues in India – bank deposits, fixed income securities, equities, mutual funds, real estate, gold and alternative investments. B. Risk and return – meaning and types of risk, Measurement of risk – variance, standard deviation, Risk–return trade-off, Inflation and tax considerations, Precautions to minimise investment risk.	15 Hours
Unit: II	Fundamental Analysis and Market Behaviour A. Fundamental analysis – Security analysis, economic, industry and company analysis, Financial statement analysis, Equity valuation models, B. Technical analysis – charts, trends, indicators and moving averages. C. Market Efficiency – Random Walk Theory and Efficient Market Hypothesis, Weak, semi-strong and strong form of market efficiency, Implications for investors.	15 Hours
Unit: III	Financial Instruments A. Debt and equity investment instruments, equity shares – types, rights of shareholders, return from equity and equity valuation. B. Government and corporate bonds – features, coupon rate, maturity, yield, risk, and bond valuation, Fixed deposits and debentures. C. Mutual Funds – concept, types, advantages, SEBI regulations, Net Asset Value (NAV), Risk and return of mutual fund schemes.	15 Hours
Unit: IV	Portfolio Management and Life-Cycle Investment Planning A. Portfolio management – objectives, diversification benefits, Portfolio risk and return, Markowitz portfolio theory, Capital Asset Pricing Model (CAPM) and Arbitrage Pricing Theory (overview), Portfolio performance evaluation. B. Life-cycle stages of investors (young unmarried, married, family, retirement stages), Retirement planning and investment provisioning, Behavioural finance and investor psychology, Introduction to ESG Framework.	15 Hours

Note:

Problems to be covered on following topics: (i) Risk and Return (ii) Valuation of shares and Bonds and (iii) Preparation of Investment plans for Individuals at various stages of life cycle.

Fieldwork/ Assignment:

The learners are required to:

1. Compare two investment avenues using risk-return analysis.
2. Analyze a listed company using fundamental and technical indicators.
3. Compare two mutual fund schemes based on NAV, risk, and returns.
4. Prepare a life-cycle based investment plan for a hypothetical investor.
5. Study demographic of individuals and suggest them a suitable investment avenues.

Note:

Each student should prepare report for Fieldwork/ Assignment including detailed information as per guidelines and format of report given by subject teacher. Take GPS photographs in your cell phone with prior permission during the visit to business units and discussion with people. Produce the black and white print of photographs in your report wherever possible.

Reference Books:

- Prasanna Chandra – Investment Analysis and Portfolio Management. Tata McGraw-Hill, New Delhi.
- Elton, E. J., Gruber, M. J., Brown, S. J., & Goetzmann, W. N. Modern Portfolio Theory and Investment Analysis. Wiley.
- M. Y. Khan – Indian Financial System. Tata McGraw-Hill, New Delhi.
- V. A. Avadhani – Investment Management. Himalaya Publishing House, Mumbai.
- Fischer, D. E., & Jordan, R. J. Security Analysis and Portfolio Management. Pearson Education.
- V. A. Avadhani – Security Analysis and Portfolio Management. Himalaya Publishing House.
- Bhalla, V. K. – Investment Management. S. Chand & Company Ltd., New Delhi.
- Gordon, E., & Natarajan, K. – Financial Markets and Services. Himalaya Publishing House.
- Bhole, L. M., & Mahakud, J. – Financial Institutions and Markets. Tata McGraw-Hill.

COs – POs mapping matrix (1-low, 2-medium, 3-high, 0-No correlation)

COs ↓	Program Outcomes →				
	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	1	1	1
CO 2	3	3	2	2	1
CO 3	2	3	3	2	1
CO 4	2	3	3	2	2
Total	10	11	9	7	5

Average	2.5	2.75	2.25	1.75	1.25
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BBA/MBA Integrated Part-III- Sem-VI (NEP) Elective- C: Human Resource Management Paper- II: Human Resource Development DSE-C601		
Course Outcomes:	After completion of the course, learners will be able to: <ol style="list-style-type: none"> 1. Explain the concepts and scope of Human Resource Development in organisations. 2. Analyse training interventions using contemporary HRD models and frameworks. 3. Design and evaluate organisational development (OD) interventions for individual, group and organisational effectiveness. 4. Examine performance management systems and development-oriented appraisal methods. 	
Total Hours of Teaching: 60	Lecture(3)-Tutorial(1)- Practical(0)/Week: 04	Credit Points: 04
Total Marks:100	Theory: 60	Internal: 40
Syllabus Contents:		
Unit: I	Human Resource Development Concept, nature and historical perspective of Human Resource Development, Difference between HRM and HRD, Role of HRD in achieving organisational excellence, HRD climate and culture, HRD Policy and Practices, Challenges and emerging trends in HRD.	15 Hours
Unit: II	Training Interventions Training need analysis (individual, group and organisational level), Principles of Training, Designing effective training programmes, Implementation of Training, On-the-job and off-the- job training methods, Evaluation of training effectiveness – Kirkpatrick and ROI models, Skills Matrix and Competency Mapping.	15 Hours
Unit: III	Organisational Development Concept and objectives of Organisational Development, OD process and values, Diagnostic models in OD, OD interventions – individual, group, and organisational level, Team building, sensitivity training, process consultation, managing planned change.	15 Hours
Unit: IV	Contemporary HRD Practices and Applications Career planning, Succession planning, Talent management and employee engagement, Performance management system and development-oriented appraisal, Knowledge management, HR Accounting: Objectives, Methods of Human Resource Accounting, HR Auditing: Scope & Process. HRD in the digital and global context, Moon Lighting.	15 Hours
Note: Relevant case studies based on the above units should be discussed in the class.		

Suggested Fieldwork/ Assignment:

The learners are required to:

1. Visit any organisation and study the HRD process of an organisation.
2. Visit an organisation and study their Training calendar followed by organisation.
3. Study an organisational change initiative and assess the effectiveness of Organisational Development (OD) interventions in managing the change process.
4. Study leadership development practices in a selected organisation.
5. Evaluate employee development initiatives such as career planning or talent management.

Note:

Each student should prepare report for Fieldwork/ Assignment including detailed information as per guidelines and format of report given by subject teacher. Take photographs in your cell phone with prior permission during the visit to business units and discussion with people. Produce the black and white print of photographs in your report wherever possible.

Reference Books:

Nadler, L., & Nadler, Z. (2012). *Developing Human Resources*. San Francisco: Jossey-Bass.
 Swanson, R. A., & Holton, E. F. (2009). *Foundations of Human Resource Development*. Berrett-Koehler.
 Rao, T. V. (2014). *HRD Audit: Evaluating the Human Resource Function for Business Improvement*. Sage Publications.
 S. K. Bhatia Training and Development, Deep and Deep Publications Pvt. Ltd.
 P. N. Singh, Training for Management Development, Suchandra Publication.
 Werner, J. M., & DeSimone, R. L. (2012). *Human Resource Development*. Cengage Learning.

Additional Readings:

Garavan, T. N., Carbery, R., & Rock, A. (2012). Mapping talent development. *European Journal of Training and Development*.
 McLean, G. N. (2006). *Organisation Development: Principles, Processes, Performance*. Berrett-Koehler.

COs – POs mapping matrix (1-low, 2-medium, 3-high, 0-No correlation)

COs ↓	Program Outcomes →				
	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	2	1	1
CO 2	2	3	2	2	1
CO 3	2	2	3	2	2
CO 4	1	2	3	3	2
Total	8	9	10	8	6
Average	2.0	2.25	2.5	2.0	1.5

BBA/MBA Integrated Part-II-Sem-VI (NEP)
Elective- D: Production Management
Paper – II: Production Planning and Control
DSE – D601

Course Outcomes	After studying this course student will be able to - 1. Understand the concept and functions of PPC along with forecasting techniques to estimate demand for production planning. 2. Develop aggregate production plans, master production schedules and Material Requirements Plans for smooth production. 3. Utilize capacity planning techniques for removing capacity demand gaps. 4. Apply rules for production control and Understand recent trends like Lean, JIT, IoT and AI in production control.		
Total Hours of Teaching: 60	Lecture(3)-Tutorial(1)- Practical(0)/Week: 04	Credit Points: 04	
Total Marks:100	Theory: 60	Internal: 40	
Syllabus Contents:			
Unit: I	Demand Forecasting and Introduction to PPC: <ul style="list-style-type: none"> • <u>Demand Forecasting</u>: Concept, Objectives, Principles and Errors in Forecasting. Qualitative Methods: Delphi method, market research, and sales force opinion. Quantitative Methods: Moving averages, weighted moving averages, exponential smoothing, seasonal index. • <u>Introduction to PPC</u>: Concept and Objectives of PPC, Functions of Production Planning (Estimating, Routing, Scheduling - Forward and Backward, Loading – Finite and Infinite); Line Balancing – Concept and Working. 		15 Hours
Unit: II	Production Planning Levels: <ul style="list-style-type: none"> • <u>Aggregate Planning</u>: Objectives and strategies (Level, Chase, Mixed strategies); • <u>Master Production Schedule</u> – Concept, Purpose, Inputs and Outputs; • Bill of Material – Concept and Types; • <u>Material Requirement Planning (MRP-I)</u> - Objectives, Inputs and Outputs. 		15 Hours
Unit: III	Capacity Management: <ul style="list-style-type: none"> • <u>Capacity Management</u>: Concept, Types, Objectives; • Capacity Planning - Process, Levels (Resource Planning, Rough-cut capacity planning, Capacity Requirement Planning, Capacity Control); • Ways of Determining capacity – Rated Capacity, Demonstrated Capacity. • Work Study – Method Study, Work Measurement 		15 Hours
Unit: IV	Production Control and Recent Concepts: <ul style="list-style-type: none"> • <u>Production Control</u>: Dispatching, Progress reporting, Inspection and corrective actions; • Introduction to Lean /Just-in-Time (JIT) Production; • Pull systems (Kanban) vs. Push systems (MRP); • <u>Recent Concepts</u>: The role of IoT and real-time data in dynamic production 		15 Hours

	control; ERP in production planning, AI & Machine Learning Integration.	
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Note: Relevant case studies based on the above units should be discussed in the class.

Fieldwork/ Assignment:

1. Demand Forecasting: Use provided or generated demand data to apply at least two forecasting techniques and justify the chosen forecast.
2. Aggregate Plan: Develop an aggregate production plan for a 12-month period using one primary strategy (Chase, Level, or Hybrid).
3. Master Schedule & MRP: Create a 4-week Master Production Schedule and perform an MRP explosion for at least two critical components.
4. Visit industry, study the production planning techniques adopted by them, and prepare a report.
5. Visit an industry and prepare a report on their Pull and Push System.

Reference Books:

1. 'Basics of Supply Chain Management', APICS CPIM certification course study guide, Institute of Manufacturing Resource Management of India.
2. S.K. Mukhopadhyay, 'Production Planning and Control: Text and Cases', PHI Publication.
3. William Stevenson, 'Operations Management' by, Tata McGraw Hill Publications.
4. Chapman, S. N., & Arnold, J. R. T. (2016). Introduction to Materials Management (8th ed.). Pearson. (Covers Units 2-4 exceptionally well).
5. Panneerselvam, R. (2012). Production and Operations Management (3rd ed.). PHI Learning.
6. Vollmann, T. E., Berry, W. L., Whybark, D. C., & Jacobs, F. R. (2005). Manufacturing Planning and Control for Supply Chain Management (5th ed.). McGraw-Hill.

Additional Readings:

1. 'The Goal: A Process of Ongoing Improvement' by Eliyahu M. Goldratt, Jeff Cox. (1984). North River Press.
2. 'Production the TOC Way', by Eliyahu M. Goldratt.

COs – POs mapping matrix (1-low, 2-medium, 3-high, 0-No correlation)

COs ↓	Program Outcomes →				
	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	2	1	1	2	0
CO 2	2	1	1	2	0
CO 3	2	1	1	2	0
CO 4	2	1	1	2	0
Total	8	4	4	8	0
Average	2	1	1	2	0

BBA/MBA Integrated Part-III- Sem-VI (NEP)
Elective- E: Business Analytics
Paper II: Data Visualization Using Tableau and Power BI
DSE- E601

Course Outcomes	After studying this course student should be able to: <ol style="list-style-type: none"> 1. Understand Analyse and identify the need of Importance of data visualization for business intelligence and business decision making. 2. Create, Collect, Analyse and evaluate multiple data sources and create dynamic reports and data visualization using Tableau, and Power BI 3. Analyse, evaluate explore and demonstrate advanced reporting for business management using Data filtration technics. 4. Evaluate and Create interactive Business Reports dashboards for effective strategic decision and opinion making in business functions like finance marketing HR production etc. 	
Total Hours of Teaching: 60	Lecture(3)-Tutorial(1)- Practical(0)/Week: 04	Credit Points: 04
Total Marks:100	Theory: 60	Internal: 40
Syllabus Contents:		
Unit: I	Introduction to Tableau Tableau Fundamentals, component need significance and features. Various types of Database connection, joins and blending in tableau, various types of charts, maps, Tableau Advanced Charts– User defined Charts, Page-shelf or Automated Maps	15 Hours
Unit: II	Tableau Calculations, Filters & Dashboards 2a. Calculated Fields Basic Approach to Calculate Rank, Advanced Approach to Calculate Rank Calculating Running 2b. Filters Total Filters, Introduction Quick Filters, Filters on Dimensions, Conditional Filters, Top and Bottom Filters, Filters on Measures, Context Filters, Slicing Filters, Data Source Filters, Extract Filters 2c. Dashboards Create a Dashboard Format Dashboard Layout Create a Device Preview of a Dashboard, Trend Analysis, Forecasting and Reference Lines, Annotations in Tableau	15 Hours
Unit: III	Introduction to Power Bi and Data Connections Introduction to Business Data Analytics introduction and installation of power Bi Power BI Components, Understanding the Power BI Workflow Feature and advantages of power -bi over excel and other reporting tools Connecting to data sources Querying and shaping data In Power Bi Import data & Data Cleansing and Shaping Techniques	15 Hours

	<p>Import data: from Excel files (XLS, CSV), database file, SQL Server, SQL Azure, Hadoop, Pdf and Json, Data Connectivity Modes using Import & Direct Query</p> <p>Data Cleansing and Shaping Techniques: Power Query M language, Data Transformation, Creating Custom Columns, manage column & Split column, reduce rows, Applied Steps and Removing Errors, Transforming Unstructured Data,</p> <p>Pivot and Unpivot column, Transform - Text, Numbers, Date and Time, Power query using parameters and Functions, Storage modes in Power BI Configuration setting - Data load, Auto Page refresh in Power BI</p> <p>Data Modelling: Data Modelling Creating a Data Model, get multiple datasets and link them together</p>	
<p>Unit: IV</p>	<p>Data Manipulation and visualisation using power-bi</p> <p>4.a Data Preparation (Power Query)</p> <p>Power Query Editor: Basic and advanced data cleaning (removing duplicates, replacing nulls, renaming columns), Transformations: Pivot/Unpivot, Merge/Append queries, and Transpose, Custom Columns: Using "Columns from Examples" and conditional columns, M Language Basics: Introduction to the underlying formula language of Power Query.</p> <p>4.b Data Analysis Expressions (DAX):</p> <p>A powerful formula language for manipulating and analysing data. Explore various DAX calculation types, including aggregation, counting, logical, information, text, date, and time functions, gaining insight into their applications. New measures, enhancing data analysis capabilities</p> <p>4.c Data Visualisation: Explore creating visuals such as tables, cards, tree maps, scatter plots, and donut charts through a demonstration, gaining practical experience in visualization creation. Additionally, discover how to generate waterfall charts, maps, and gauge charts to represent data dynamically. Dynamic dashboards creation from published reports, enhancing data visualization and interactivity. (Case Base Management report preparation in Finance/Marketing/ HR/ Production etc.)</p>	<p>15 Hours</p>
<p>Note: Relevant case studies based on the above units should be discussed in the class.</p>		
<p>Fieldwork/ Assignment:</p> <ol style="list-style-type: none"> 1. Import Excel sheets or any data file as tables on Tableau, create join connections and show reports of data in various types of charts and maps in Tableau. 2. Use calculated field filters in data tables and create various visualisations and reports using dashboards in Tableau 3. Import Excel sheets or any data file as tables in Power Bi data, use Power Query to filter data, join various data fields to show an aggregate effect using pivoting data and other join and filter techniques 4. Use DAX Power Query for various Data charts and prepare dashboards using Power BI. 5. Student has to select various datasets from HR/Marketing/Finance/Production Data Available with various Excel sheets, import them as tables in the Power BI and Tableau, and create a Visualisation using map, charts and dashboards and post them into a presentation 		

Note:

Each student should prepare report for Fieldwork/ Assignment including detailed information as per guidelines and format of report given by subject teacher. Take photographs in your cell phone with prior permission during the visit to business units and discussion with people. Produce the black and white print of photographs in your report wherever possible.

Reference Books:

1. Vincent Charles, Pratibha Garg, Neha Gupta and Mohini Agarwal, “Data Analytics and Business Intelligence” Computational Frameworks, Practices, and Applications, CRC Press, 2023.
2. Ira J. Haimowitz, “DATA ANALYTICS FOR BUSINESS - Lessons for Sales, Marketing, and Strategy”, Routledge (Taylor & Francis), 2023.
3. Alexander Loth,” Visual Analytics with Tableau, An Indian Adaptation”, Willy 2025.
4. Dr. Shirshendu Roy, “Data Visualization : Using Power Bi Orange And Excel” Notion Press,2021
5. Chandresh Sinha “Mastering Power BI” BPB Publications 2024
6. Dr. Harisha Naik T, Dr. N. Kartik, Dr. Iyappan M, “Data Analysis and Visualization using Tableau:, Authors Click Publishing
7. Dr Arpana Chaturvedi, Praveen Malik (Author) “Mastering Data Visualization with Tableau: Empowering business decisions with Tableau”, Bpb Publications.2024

Additional Readings

e- Resources:

- <https://www.tableau.com/visualization/what-is-data-visualization>
- <https://www.microsoft.com/en-us/power-platform/products/power-bi>
- <https://www.tutorialspoint.com/tableau/index.htm>
- https://www.tutorialspoint.com/power_bi/index.htm

Video Lectures

- <https://learn.microsoft.com/en-us/power-bi/fundamentals/videos>
- https://www.youtube.com/playlist?list=PL9ooVrP1hQOEIgtD2D_rU5McNbXofqMii
- <https://www.youtube.com/playlist?list=PLUaB1hjhk8HqnmK0gQhfmIdCbxwoAoyo>
- <https://www.youtube.com/watch?v=j8FSP8XuFyk>
- https://www.youtube.com/watch?v=9uBtK6j_QgA
- <https://www.tableau.com/learn/training>
- <https://www.youtube.com/watch?v=aHaOIvR00So>

COs – POs mapping matrix (1-low, 2-medium, 3-high, 0-No correlation)

COs ↓	Program Outcomes →				
	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	2	3	2	2	2
CO 2	2	3	3	3	2
CO 3	2	3	2	2	2
CO 4	2	3	3	3	2
Total	8	12	10	10	8
Average	2.00	3.00	2.50	2.50	2.00

BBA/MBA Integrated Part-III- Sem-VI (NEP)**Elective- F: Supply Chain Management****Paper – II: Inventory Management****DSE-F601**

Course Outcomes	After studying this course student should be able to:	
	<ol style="list-style-type: none"> 1. Understand basics of inventory management. 2. Analyse inventory cost. 3. Illustrate and examine Inventory valuation and inventory control. 4. Explain demand forecasting techniques. 	
Total Hours of Teaching: 60	Lecture(3)-Tutorial(1)- Practical(0)/Week: 04	Credit Points: 04
Total Marks:100	Theory: 60	Internal: 40
Syllabus Contents:		
Unit: I	Meaning and definition of inventory and inventory management, Objectives of inventory management, Principles of inventory management, Types of Inventories, Need for holding inventory, Inventory cost, Risk of holding inventories, Benefits of inventory management, Role of inventory management, Material loss management, Obsolete items	15 Hours
Unit: II	Inventory Valuation – Meaning, Objectives of inventory valuation, Methods of inventory valuation, Impact of inventory inaccuracy, Strategies to avoid overstocking and understocking, Classification of Materials, Codification of Materials, Lead time, Replenishment Policy	15 Hours
Unit: III	Inventory Control – Meaning, Objectives, Importance and Essentials of Inventory Control, Inventory Control Techniques- EOQ, ABC Analysis, Perpetual inventory system, Just in Time System, Control ratios. Selective Techniques of Inventory Control – VED Analysis, FSN Analysis, HML Analysis, SDE Analysis, SOS Analysis, GOLF Analysis.	15 Hours
Unit: IV	Forecasting – Steps in Forecasting, Types of Forecasting, Demand Forecasting, Forecasting Techniques – Grass roots, Consensus Forecasting, Delphi Method, Historical Analogy, Time Series Analysis, Causal Relationship using Cause and effect model, Simulation	15 Hours
Note: Relevant case studies based on the above units should be discussed in the class.		

Practical/ Fieldwork/ Assignment:

1. Visit any organization and study the types of inventories.
2. Study annual reports of any manufacturing company of five years and analyze its inventory cost.
3. Visit any organization and examine strategies adopted to avoid overstocking and understocking.
4. Study the inventory control techniques used by the same organization.
5. Study demand forecasting techniques used by the same organization for effective inventory management.

Note:

Each student should prepare report for any 5 Fieldwork/ Assignment including detailed information as per guidelines and format of report given by subject teacher. Take photographs in your cell phone with prior permission during the visit to business units and discussion with people. Produce the black and white print of photographs in your report wherever possible.

Reference Books:

1. Inventory Management, Prashant Kumar, Prentice Hall India
2. Inventory Management, Bose, D. Chandra, Prentice Hall India
3. Essentials of Inventory Management, Max Muller, AMACOM
4. Best Practices in Inventory Management, Tony Wild, Taylor and Francis
5. Inventory and Production Management in Supply Chains, *Edward A. Silver, David F. Pyke, and Douglas J. Thomas*, Fourth Edition, CRC Press, Taylor and Francis Group
6. Inventory Management: Principles and Practices, P. Narayan, Jaya Subramanian, Excel Books

Additional Readings



International Journal of Supply Chain and Inventory Management

COs – POs mapping matrix (1-low, 2-medium, 3-high, 0-No correlation)

COs ↓	Program Outcomes ➔				
	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	2	1	1	1	1
CO 2	2	1	1	1	1
CO 3	2	1	1	1	1
CO 4	2	1	1	1	1
Total	8	4	4	4	4
Average	2	1	1	1	1

BBA/MBA Integrated Part-III-Sem-VI (NEP)		
CORPORATE GOVERNANCE		
SEC601		
Course Outcomes	<ol style="list-style-type: none"> 1. Understand basics of Corporate Governance 2. Explain theories of corporate governance 3. Illustrate national Committee's recommendations of Corporate Governance 4. Analyse Corporate Governance practices of Indian Companies 	
Total Hours of Teaching: 30	Lecture(2)-Tutorial(0)- Practical(0)/Week: 02	Credit Points: 02
Total Marks:50	Theory: 30	Internal: 20
Syllabus Contents:		
Unit: I	Corporate Governance: Introduction, Evolution of Corporate Governance in India, Objectives of Corporate Governance, Principles of Corporate Governance, Issues in Corporate Governance, Separation of Ownership and Control, Agency Theory, Stewardship theory, Board's Corporate policy for good governance, Board Structure and Directors, Role, Composition and Functioning of Board	15 Hours
Unit: II	Corporate Governance in India: National Committee's Recommendations, Indian Companies Act 2013 Rules concerning Corporate Governance, Role of Securities and Exchange Board of India in Corporate Governance, Corporate Governance Practices in Indian companies	15 Hours
Note: Relevant case studies based on the above units should be discussed in the class.		
Fieldwork/ Assignment:		
<ol style="list-style-type: none"> 1. Select any listed company, study its board composition and Functioning of Board. 2. Analyse Corporate Governance practices of any 3 listed companies. 		
Note:		
<i>Each student should prepare report of Fieldwork/ Assignment including detailed information as per guidelines and format of report given by subject teacher.</i>		
Reference Books-		
<ol style="list-style-type: none"> 1. Corporate Governance in India- An Evaluation, 6th Edition, Subhash Chandra Das, Prentice Hall India 2. Corporate Governance- Theory and Practice, Sandeep Goel, Willey 3. Corporate Governance in India – Principles and Practices, Neeti Shikha, Geetanjali Sharma, Cengage 4. Corporate Governance- Theory and Practice, Anil Kumar, Taxmann's 5. Corporate Governance in India, Ashish Bhattacharyya, Oxford University Press 		
Additional Readings-		
<ol style="list-style-type: none"> 1. Corporate Governance, Securities and Exchange Board of India, https://www.sebi.gov.in/legal/circulars/feb-2000/corporate-governance_17930.html 2. OECD Principles of Corporate Governance 3. Governance Guidelines, Thomson Reuters 		

COs – POs mapping matrix (1-low, 2-medium, 3-high, 0-No correlation)

COs 	Program Outcomes 				
	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	2	2	1	1	2
CO 2	2	2	1	1	2
CO 3	2	2	1	1	2
CO 4	2	2	1	1	2
Total	8	8	4	4	8
Average	2	2	1	1	2

BBA/MBA Integrated Part-III-Sem-VI (NEP) MAJOR PROJECT SEC601			
Course Outcomes	At the end of the project, students will be able to <ol style="list-style-type: none"> 1. Understand basic concepts of research 2. Read, comprehend, and explain research articles in their academic discipline. 3. Analyze the collected data. 4. Apply outcomes of research in present problems for decision-making. 		
Total Marks:100	Internal: 50	University: 50	Credit Points - 4

All Students must carry out an independent research project in an area of their interest: Business Administration.

Students are expected to produce quality research projects that:

- Addresses current problems of interest in the real world
- Demonstrate a mastery of skills learnt during their study in the Institute.
- Demonstrates writing skills.

Course Objective: The objective of this course is to enable the students:

1. Identify and discuss the role and importance of research in the social sciences.
2. Identify and discuss the issues and concepts salient to the research process.
3. Identify and discuss the complex issues inherent in selecting a research problem, choosing an appropriate research design, and implementing a research project.
4. Identify and discuss the concepts and procedures of sampling, data collection, analysis and reporting.

1. General Regulations

- The Project report should be submitted before the student appear for the final university examinations in semester VI.
- The student shall work under the guidance of a project supervisor (s) appointed by the Institute's director.
- The students have to submit the proposal to the supervisor. The supervisor should approved the proposal before the student initiates research work.
- The students should submit at least two copies of the proposal to the institute at least two weeks before the final examination of semester V.

- The student will then complete chapters 4 and 5 of the project.
- Once the student has completed the project and the supervisor has approved it, the students should then submit two copies of the project report to the Institute 2 weeks before the final examination in semester VI.
- Project Supervisor will assess the project report and submit the internal marks out of 50 to the university. The Project Viva-Voce examination of 50 marks should be conducted by the university by appointing external panel of three experts.

2. Choosing a Project Title

- The project's title should be clear and specific to a real problem.
- Similar topics between students should be avoided.
- The project should be new and original, not replicating another person's work.
- At the proposal level, the appointed supervisor **MUST** approve the project title.

3. Formatting Guidelines

Font Size-12 in the body text, except for the topics and titles, which should be font size 14

Font Type- Times New Roman

Spacing- The project should be 1.5 lines spacing

Highlighting- Topics and subtopics should be bolded and **NOT** be underlined

Print Quality- The final document should be of good print quality

Margins- Margins of the report should be 1 inch on the top, bottom and right-hand side. The left-hand-side margin should be 1.25 inches to allow for binding.

Tables- Larger tables may be typed in smaller font sizes (10-11) to maintain standard margins

Numbers and Percentages-must do not begin with a sentence.

Tables and Figures - When presenting the table or figure, there must be a finding and analysis section. Avoid using 'table above, or table below.' Instead, indicate as 'Table 4.1 shows that'

Final Binding - Presented as a Hard Copy

Pagination: Bottom of page and centered.

Evaluation will be done based on the project report completed and Viva Voce.

MAJOR PROJECT GUIDELINES

TITLE PAGE OUTLINE (not paginated)

The title should be in upper case and Centered,
and the font size should be 14

DECLARATION

a) A signed declaration by the candidate with the following statement This project is my original work and has not been presented for a degree in any other University or for any other award.

Students Name:

Sign Date

b) A signed declaration by the Institute Supervisor with the following statement.

I confirm that the candidate did the work reported in this project under my supervision.

Name:

Sign Date

c) Director's Recommendation

DEDICATION

A dedication statement not exceeding 25 words may follow the declaration, beginning on a separate page.

Dedication may be to a person or persons to whom they have special attachments. A simple statement such as "to my father..... and my mother" and a reason for the dedication may be given.

ACKNOWLEDGEMENT

Acknowledgement should be 150 words and follow the dedication beginning on a separate page.

An acknowledgement is an extension of appreciation for the contribution of others and assistance given during the entire research process. It recognises the person the writer is indebted to for guidance and help during the study.

ABSTRACT

An abstract of the research project not exceeding three hundred (300) words and beginning on a new page. It should be a one-paragraph continuous prose, single-spaced and on one page only.

The abstract should be one-page single paragraphed and should contain -

- The purpose and objectives of the study
- Significance of the study
- Methodology used

- Findings
- Recommendations

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

(All tables and figures must have a number and heading and follow APA style)

Declaration to List of figures should be in centre 14 font size.

MAIN DOCUMENT (Pagination of 1, 2, 3, 4, etc. should begin in Chapter One)

1.0 CHAPTER ONE: INTRODUCTION

(Chapter Title - centre 14 font size)

1.1 Introduction – Overview of chapter contents

1.2 Background of the Study

1.3 Problem Statement

Should it be a paragraph, and should it clearly show what the problem is? What the research seeks to solve. Give authoritative sources/citations on what has been done and what is missing.

1.4 Objectives of Study

I clearly state the goal of the study.

1.4.1 Specific Objectives

- They should be SMART.
- They should be within the scope.

1.5 Significance of the Study

It should explain who benefits from the study and how.

1.6 Scope of the Study

It should include the concept, content, geographical, and time scope.

1.7 Organisation of the Study

Should include the structure of the study chapter by chapter

2.0 CHAPTER TWO: LITERATURE REVIEW

(Chapter Title - centre 14 font size)

2.1 Introduction – Overview of chapter contents

2.2 Theoretical Literature of the Problem.

A theoretical framework consists of concepts, definitions, and existing theories/theories used for your study. It must demonstrate an understanding of theories and concepts relevant to the problem the project is solving.

2.3 Critical Review and Research Gap Identification

You should identify the unique innovation of your project. This should clearly show the gap you are filling in the project. Otherwise, your project will be seen as plagiarised.

3.0 CHAPTER THREE: METHODOLOGY

(Chapter Title - centre 14 font size)

3.1 Introduction – Overview of chapter contents

3.2 Project Design

This section should explain the details of the proposed project and how you will explore your research question.

Include questionnaire.

4.0 CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION

(Chapter Title - centre 14 font size)

4.1 Introduction – overview of chapter contents

4.2 Presentation of Findings. The findings should address each objective.

Objective 1

Objective 2, etc.

Check to ensure all the objectives are addressed.

5.0 CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

(Chapter Title - centre 14 font size)

5.1 Introduction - overview of chapter contents

5.2 Summary of Findings

5.3 Conclusions

5.4 Recommendations.

6.0 REFERENCES

Use Reference – acknowledgement of works referred to or citations. American Psychological Association (APA) reference style should be used.

7.0 APPENDICES

A. Questionnaire

BBA/MBA Integrated Part-III- Sem-VI (NEP)**Audit Course-II****DSE-AC601**

Course Outcomes	After studying this course student will be able to:	
	<ol style="list-style-type: none">1. Explain specific areas of audit.2. Apply auditing principles to practical audit3. Explain the provisions of the Companies Act, 2013 relating to appointment, qualification, disqualification, and remuneration of auditors.4. Analyse the rights, duties, and reporting requirements of auditors under the Companies Act, 2013.	
Total Hours of Teaching: 30	Lecture(2)-Tutorial(0)- Practical(0)/Week: 02	Credit Points: 02
Total Marks:50	Theory: 30	Internal: 20
Syllabus Contents:		
Unit: I	Specific Areas of Audit Cost Audit, Tax Audit, Management Audit and Social Audit, Audit of Computerized Accounting, Audit of Banking. Audit of Educational Institute, Audit of Public Sector Undertakings, Audit of Educational Institutions	15 Hours
Unit: II	Audit of Companies Appointment of Auditor, Qualification & Disqualification of Auditor, Remuneration of Auditor, Rights & Duties of Auditor, Reporting requirements under the companies Act, 2013	15 Hours
Note: Relevant case studies based on the above units should be discussed in the class.		
Fieldwork/ Assignment: <ol style="list-style-type: none">1. Visit to educational institute and understand the process of conducting an audit.2. Download Auditor is Report of Public Sector Undertaking and discuss it in-group discussion3. Visit any manufacturing company and understand the process of conducting cost audit and tax audit.4. Visit to any institute, which is applying Computerised Accounting, and try to understand the process of Audit of Computerized Accounting5. Visit to any company, observe internal control system, and find out strengths and weaknesses of the system		
Note: <i>Each student should prepare report for Fieldwork/ Assignment including detailed information as per guidelines and format of report given by subject teacher. Take photographs in your cell phone with prior permission during the visit to business units and discussion with people. Produce the black and white print of photographs in your report wherever possible.</i>		
Reference Books: <ol style="list-style-type: none">1. A Handbook of Practical Auditing: Dr. B.N. Tandon, Dr. Sudharsanam. Dr. Sundarbhu, S. Chand Publications2. Auditing and Assurance: Sanjib Kumar Basu, Pearson Publishing House3. Advanced Auditing and Professional Ethics: CA Vinod kumar Agarwal, CA Aarati Laboti, A.S Foundation4. Auditing and Assurance Services: Karen Hooks, Wiley Publishers5. Auditing and Assurance: CA Surabhi Bansal, Best word Publications6. Audit and Assurance Standards in India: MP Vijaykumar, Snow White Publication7. Fundamentals of Auditing: Kumar and Sharma, Prentice Hall (India) Publihsers8. Study Material of CA (IPCC and Final): The Institute of Chartered Accountants of India		

COs – POs mapping matrix (1-low, 2-medium, 3-high, 0-No correlation)

COs ↓	Program Outcomes →				
	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	2	2	0	0	2
CO 2	3	2	3	1	2
CO 3	3	0	3	1	2
CO 4	2	2	3	2	3
Total	10	6	9	4	9
Average	2.5	1.50	2.25	1-++	2.25