Mahatma Education Society's

Pillai College of Arts, Commerce & Science (Autonomous)

Affiliated to University of Mumbai

'NAAC Accredited 'A' grade (3 cycles)'
'Best College Award' by University of Mumbai
ISO 9001:2015 Certified

SYLLABUS

Program: Bachelor of Business Administration (B.B.A.)

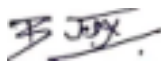# T.Y Bachelor of Business Administration (B.B.A.)

PCACS/BBA/SYL/2024-25/TY

**As per National Education Policy
Choice Based Credit & Grading System**

Academic Year 2024-25

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Board of Studies in Department of Management Studies

Sr. No.	Name of the members	Designation	Signature
1	Dr Kavita Khatare	HOD/Chairperson	
2	Dr. Farhat Shaikh	Faculty Specialization	
3	Mrs. Prajakta Bapat	Faculty Specialization	
5	Mrs. Ruchika Bassi	Faculty Specialization	
6	Ms. Faiza Ansari	Faculty Specialization	
7	Ms Priya Ghaloth	Faculty Specialization	
8	Ms. Anju Mathew	Faculty Specialization	
9	Ms. Shafiqua Khan	Faculty Specialization	
8	Ms. Bindu Kunwar	Faculty Specialization	

9	Dr. Betty Sibil	Faculty Specialization	
10	Mr. Diwahar Nadar NMIMS	Subject Expert 1 From Outside Parent University	
11	Dr. Arpita Shrivastava NMIMS	Subject Expert 2 From Outside Parent University	
12	Dr. Sameer Kulkarni Amity University	Subject Expert 3 From Outside Parent University	
13	Dr. Vijayalakshmi Kannan Mulund College, Mulund	Vice Chancellor Nominee, University of Mumbai	
14	Mr. Sagar Chandni, Head of Business Partnerships and Community Experience Center for Incubation and Business Acceleration (CIBA)	Industry Representative (Industry/Corporate/Allied Sector)	
15	Mr. Archit Kumar Baisoya	Post Graduate Meritorious Alumnus	
16	Dr. Gajanan Wader	Principal	
17	Mrs. Deepika Sharma	Vice-Principal	

1. Introduction

This honors program provides students with a high-quality professional education in Business Administration in order to pursue management positions in industry, business, or non-profit organizations, as well as become entrepreneurs or self-employed. As a result of the rigorous training offered by Pillai College of Arts, Commerce and Science (Autonomous), young minds are prepared to take on the challenging managerial tasks of the 21st century. We are committed to the development of concepts, analytical abilities, communication skills, and healthy attitudes in order to provide excellent performance and commitment to both businesses and society as a whole. By offering Bachelor of Business Administration (B.B.A) at School of Business and Management, students are encouraged to develop their managerial and entrepreneurial capabilities in an interdisciplinary setting. In addition to marketing, finance, human resource management, and entrepreneurship, students will be exposed to other functional areas of management. Students will have the chance to determine, develop, and design their own areas of expertise through this programme. The student-centric learning will be adopted through various pedagogical tools like business games, management games, simulations, case studies, internships, guest lectures, conferences, research projects, and industrial visits.

The Interdisciplinary Courses embedded into the programme encompasses the various nuances of technology, sociology, philosophy, economics, life, tourism, history, political science and media. The three year programme will also train the students to develop social sensitivity skills, expressive skills, knowledge acquisition skills, knowledge application skills, self enhancement skills and business research skills.

1. **Program Outcome**

(POs) After successful completion of Bachelor of Business Administration (BBA)

Sr No	PO Title	POs in brief.
PO 1	**General Management Orientation**	Acquire a comprehensive understanding of fundamental business concepts, theories, and practices.
PO2	**Business Content Orientation**	Integrate tools and concepts from multiple functional areas (i.e., finance, marketing, HRM) to solve business problems and identify the key issues facing a business or business subdivision.
PO3	**Critical Thinking and Decision-Making Skill**	Scientifically apply relevant primary and secondary information for critical thinking and decision making in various business and societal situations.
PO4	**Analytical and problem-solving skill**	Demonstrate effective analytical and problem-solving skills for futuristic business decisions to match competitive market requirements.
PO5	**Quantitative Reasoning**	Application of empirical approaches to planning and decision-making using quantitative and scientific reporting mechanisms.
PO6	**Technology and network**	Apply technology & to enable business networking, growth, development & sustainability
PO7	**Team building Skills**	Demonstrate characteristics of team building. Apply the nature and dynamics of social behavior relating to organizational performance to develop strategies to become effective in business organizations.
PO8	**Business Communication Skills**	Demonstrate written, oral, and digital communication skills appropriate for business communication.

2. PROGRAM SPECIFIC OUTCOMES

Sr No	PSO Title	PSOs in brief.
PSO 1	**Cost and Taxation skills**	Application of Economics and optimum production management skill to manage cost efficiency in business decisions .Application of updated national and international tariff laws knowledge for effective financial management. .
PSO2	**Marketing Skills**	Demonstrating marketing skill requirements in both brick and mortar as well as in digital marketing situations
PSO3	**Decision Making Skills**	Demonstrate knowledge of decision-making in various functionalareas of marketing.
PSO4	**Leadership and Managerial Skills**	Articulate methods for human resources to participate in business planning and implementation. Assess, develop, and align organization human assets with corporate strategies.Evaluate human resources performance in the context of business policy
PSO5	**Human Resource Functional Skills**	Demonstrate awareness through an understanding of human resource management concepts and trends and an ability to manage people and develop business methods and practices.

Course Structure

		Semester V				
Course Code	**Course Type**	**Course Title**	**Theory/ Practical**	**Marks**	**Credits**	**Lectures / Week**
PUCBA501	DSC	Statistical Data Analysis With R	Practical	100	3	4
PUCBA502	DSC	Financial Management	Practical	100	3	4
PUCBA503	DSC	Stress Management	Theory	100	3	4
PUCBA504	DSC	Service Marketing	Theory	100	3	4
PUCBA505	DSC	Data Science for Managers	Practical	100	4	4
PUCBA506	AEC	Direct Tax	Practical	100	4	4
PUCBA507	SEC	International Economics	Practical	100	4	4
				700	**24**	**28**

Abbreviations:

DSC : Discipline Specific Core

AEC : Ability Enhancement Course

SEC : Skill Enhancement Course

Semester VI						
Course Code	**Course Type**	**Course Title**	**Theory/ Practical**	**Marks**	**Credits**	**Lectures Week**
PUCBA601	DSC	Power BI	Practical	100	4	4
PUCBA602	DSC	E-Commerce	Practical	100	3	4
PUCBA603	DSC	Emotional Intelligence	Theory	100	3	4
PUCBA604	DSC	International Business	Theory	100	3	4
PUCBA605	AEC	Advanced Data Science for Managers	Practical	100	4	4
PUCBA606	AEC	Indirect Tax- GST	Practical	100	4	4
PUCBA607	SEC	Project Work- Research Project Or Internship	Practical	100	3	4
				700	24	28

Abbreviations:

DSC : Discipline Specific Core

AEC : Ability Enhancement Course

SEC : Skill Enhancement Course

Evaluation Pattern

Marking Code	Marking Scheme
A	40 Marks Final Exam, 20 Marks Continuous Assessment I, 35 Marks – Field Project/Continuous Assessment II - Review article/ Chapter writing, 05 Marks- Attendance
B	30 Mini Project, 30 Presentation ,35 Field Project/Continuous Assessment II , 5 Attendance

Semester V					
Course Code	Course Type	Course Title	Marks	Credits	Marking Scheme
PUCBA501	DSC	Statistical Data Analysis With R	100	3	B
PUCBA502	DSC	Financial Management	100	3	A
PUCBA503	DSC	Stress Management	100	3	A
PUCBA504	DSC	Service Marketing	100	3	A
PUCBA505	DSC	Data Science for Managers	100	4	B
PUCBA506	AEC	Direct Tax	100	4	A
PUCBA507	SEC	International Economics	100	4	A
			700	**24**	

Semester VI					
Course Code	**Course Type**	**Course Title**	**Marks**	**Credits**	**Marking Scheme**
PUCBA601	DSC	Power BI	100	4	B
PUCBA602	DSC	E-Commerce	100	3	A
PUCBA603	DSC	Emotional Intelligence	100	3	A
PUCBA604	DSC	International Business	100	3	A
PUCBA605	AEC	Advanced Data Science for Managers	100	4	B
PUCBA606	AEC	Indirect Tax- GST	100	4	A
PUCBA607	SEC	Project Work- Research Project Or Internship	100	3	A
			700	24	

BOS	Management Studies
Class	**T.Y.B.B.A**
Semester	**V**
Course Name	**Statistical Data Analysis With R**
Course Code	**PUCBA501**
Type of Course	**Discipline Specific Core (DSC)**
Level	**Advanced**
Total Credits for the course	**4**

Course Objectives

1. The purpose of this course is to familiarize students with the art of using R software for different research methods and statistical techniques.
2. This will be essential for prospective researchers and professionals to know the basics of R.

Unit No.	Name of the Unit	Topic No.	Name of Topic	Hours
1	Introduction to R-Software	1.1	R as a programming language, R-Commands to input data, Simple manipulations; numbers and vectors,Generating regular sequences , Some commonly used Built-in functions in R.	15
		1.2	Matrix operations-addition, multiplication, inverse, rank transpose, diagonal elements, combining the matrices horizontally and vertically.	
		1.3	Data frames- Accessing data from data frames , Importing Data from Excel and performing statistical operations.	
		1.4	`Graphs and Diagram-· Simple bar diagram , Multiple bar diagram , Subdivided bar diagram , Pie diagram or pie chart ,Histogram`	
2	Measures of central tendency and dispersion using R	2.1	Calculation of measures of central tendencies using R - arithmetic mean for raw data, discrete distribution and continuous distribution positional averages median and mode for raw data, discrete distribution and continuous distribution	15
		2.2	The functions in R to calculate various partition values (quantiles)- quartiles, deciles , percentiles.	

		2.3	The functions in R to calculate various measures of dispersion -Range, quartile deviation, standard deviation and coefficient of variation for raw data, discrete and continuous distribution.	
3	Correlation, regression and Time series analysis using R	3.1	Linear regression model with one explanatory variable (Two variable regression model) ,estimation of dependent variable using R	15
		3.2	Scatter diagram, calculation of correlation coefficient using R and interpretation of result.	
		3.3	Plotting the graph of time series, calculation of moving averages and prediction of trend values.	
4	Hypothesis Testing using R	3.1	Calculation of large sample test (z test statistic) for one sample mean, two sample means, one sample proportion and two sample proportions using R.p value calculation for one tailed and two tailed test and interpretation of result.	15
		3.2	Calculation of small sample test (students' t test statistic) for one sample mean, two independent sample means (unpaired t test) paired t test using R and interpretation of the result.	
		3.3	Calculation of chi-square test statistic for the independence of attributes using R and interpretation of the result.	
		3.4	Calculation of ANOVA (one way ANOVA and Two way ANOVA) using R and interpretation of the result.	
TOTAL LECTURES				**60**

Course Outcomes:
1. Understand the fundamentals of R as a programming language
2. Interpret and analyze different types of graphs and diagrams, such as bar diagrams, pie charts, and histograms, using R
3. Implement time series analysis techniques, including plotting graphs, calculating moving averages, and predicting trend values using R
4. Interpret the results of hypothesis tests and draw conclusions regarding the significance of findings
5. Integrate knowledge of R programming with statistical concepts to design and execute data analysis projects.
6. Assess the validity and reliability of statistical findings obtained through R software.

References:
1. An Introduction to Statistical Learning: with Applications in R by Gareth James,Daniela Witten, Trevor Hastie and Robert Tibshirani
2. Grolemund, G., & Wickham, H. (2017). R for Data Science: Import, Tidy, Transform, Visualize, and Model Data. O'Reilly Media.
3. Kabacoff, R. I. (2015). R in Action: Data Analysis and Graphics with R. Manning Publications.

4. Dalgaard, P. (2008). Introductory Statistics with R (2nd ed.). Springer.
5. Matloff, N. (2011). The Art of R Programming: A Tour of Statistical Software Design. No Starch Press.

BOS	Management Studies
Class	T.Y.B.B.A
Semester	V
Course Name	Financial Management
Course Code	PUCBA502
Type of Course	Core
Total Credits	3
Level of the Subject	Advanced

Objectives

1.The objective of this paper is to enable the students to make financial decision making regarding various aspects involved in business

2. To make students understand the concepts with the help of relevant case studies of the topic.

Unit No.	Name of Unit	Topic No.	Proposed syllabus	Hours
1	Business Valuation	1.1	Conceptual Framework of Valuation – Book Value, Market Value, Economic Value, Liquidation Value, Replacement Value, Salvage Value	15
		1.2	Fair Value Approaches of Valuation – Assets Based Approach to Valuation, Earnings Based Approach to Valuation , Earnings Measure on Cash Flow Basis, Market Value Added Approach and Economic Value Added	
2	Mergers & Acquisitions	2.1	Introduction- Basic modes of acquiring another firm, Synergy effects, Difference between Merger and Takeover, Advantages of Mergers and Acquisitions, Benefits of Merger for Acquiring firm	15
		2.2	Reasons of companies to offer themselves for sale, Reasons for failure of Mergers and Reverse Merger. Commonly Used Bases for determining the Exchange Ratio – EPS, MPS, Book value and Combination of Measures and Evaluation of Mergers (Practical Problems	

3	Corporate Restructuring and Takeovers	3.1	Project Evaluation through Excel Meaning of Project Evaluation, Need for Project Evaluation , Approaches to Project Evaluation -payback period (PB), internal rate of return (IRR), and net present value (NPV).	10
			Project Evaluation through excel using NPV,IRR,XNPV,XIRR,Profitability index & Payback period	
4	Lease and Hire Purchase Financing	4.1	Introduction – Meaning and Types of Leases, Rationale, Mechanics, Operating Leases,	10
		4.2	Leasing as Financing Decisions, Calculation of Cash flows of a finance lease. Hire Purchase – Meaning, Need and Importance, Calculation of Hire Purchase instalments. Choice between Leasing and Hire Purchase	
5.	**Working Capital financing**	5.1	Introduction – Key features and Characteristics of Trade Credit, Bank Credit, Commercial Papers, Certificate of Deposits and Factoring.	10
		5.2	Practical Problems based on Factoring and calculations of yield of CP's and CD's	

Course Outcomes
1. Describe the concept of Business Valuation & approaches of valuation.
2. Outline the concept of mergers & acquisitions & evaluating the same.
3. Examine the usel of excel in financial decision making..
4. Identify leasing & hire purchase as the financing option.
5. Evaluating Leasing & financing as the financing option.
6. Estimate working capital requirements & identify the sources of working capital financing

References
1. Fundamentals of Financial Management by D. Chandra Bose, PHI Learning Pvt. Ltd., New Delhi
2. Fundamentals of Financial Management by Bhabotosh Banerjee, PHI Learning Pvt. Ltd., New Delhi
3. Fundamentals of Financial Management by Vyuptakesh Sharma, Pearson Education, New Delhi
4. Fundamentals of Financial Management by J.C. Van Horne, Prentice Hall of India, New Delhi
5. Financial Management: Text and Problems by M.Y. Khan and P.K. Jain, Tata McGraw Hill, New Delhi
6. Financial Management: Theory and Practice by Prasanna Chandra, Tata McGraw Hill, New Delhi

Case Study	
1	XYZ Electronics explores the option of leasing the equipment from a leasing company. The company evaluates the benefits of operating leases, which offer flexibility and lower upfront costs. XYZ Electronics calculates the cash flows associated with the lease, including lease payments and tax implications.
2	XYZ Electronics considers hire purchase financing, where the company can acquire ownership of the equipment after making a series of installment payments. The company assesses the need and importance of hire purchase, especially in terms of preserving capital and spreading the cost over time. XYZ Electronics calculates the hire purchase installments based on the purchase price, interest rate, and repayment period. After comparing the two financing options, XYZ Electronics decides to opt for lease financing due to its flexibility and lower initial financial commitment. The company signs a lease agreement with favorable terms, allowing it to acquire the necessary equipment without putting excessive strain on its cash flow. By choosing the most suitable financing option, XYZ Electronics successfully expands its operations and strengthens its competitive position in the market

BOS	Management Studies
Class	TY BBA
Semester	V
Course Name	Stress Management
Course Code	PUCBA503
Type of Course	Discipline Specific Core (DSC)
Level	Advanced
Total Credits for the course	3

Course Objectives:

1. This course exposes the students to the basic concepts and the tools used in cost accounting.
2. To enable the students to understand the principles and procedure of cost accounting.

Unit No.	Name of Unit	Topic No.	Name of Topic	Hours
1	Understanding The Nature of Stress	1.1	Introduction to stress: Meaning, Definition, Eustress, Distress, Types of stress: Acute stress, Episodic Acute stress and chronic stress, signs and Symptoms	10
		1.2	Psychological, Social, Environmental Academic, Family and Work stress	
2	Strategies of Stress Management And Prevention	2.1	Challenging Stressful Thinking ,Problem Solving and Time Management	10
		2.2	Preparing for the Future: College and Occupational Stress , Care of the Self: Nutrition and Other Lifestyle Issues ,Stress and Conflict in Relationships	
		2.3	Psychological and Spiritual Relaxation Methods , Physical Methods of Stress Reduction	
3	Strategies Of Synthesis And Prevention	3.1	Care of the Self: Nutrition and Other Lifestyle Issues ,Stress and Conflict in Relationships	10

		3.2	Resilience and Stress ,Optimal Functioning to Make Your Changes Last	
4	Stress And Coping	4.1	Coping Mechanisms: - Coping Mechanisms: Appraisal focused, Emotional focused and Problem focused	10
		4.2	Stress Reduction Techniques: 1. Autogenic Training 2. Biofeedback 3. Relaxation 4. Yoga and Meditation	
			Total number of lectures	**40**

Course outcome:

1. Understand the nature of stress;
2. Comprehend the psychological and physiological effects of stress;
3. Grasp the concepts related to individual and cultural differences in stress reactions across lifespan;
4. Assess individual risk factors as related to stress (behavioral, emotional, physical, spiritual);
5. Understand and learn how to use various techniques and determine the most appropriate method to aid in managing your reaction to stress;
6. Develop the ability to tap personal strengths for preventing stress and achieving meaningful goals;

Reference books:
1. Bond M. (1988) Stress and Self Awareness: a Guide for Nurses, Heinemann.
2. Brookes D. (1997) Breathe Stress Away, Hollanden Publishing.
3. Chaitow L., Bradley D., Gilbert C. (2002) Multidisciplinary Approaches to Breathing Pattern Disorders, Churchill Livingstone.
4. Cooper C.L., Cooper R.D., Eaker L.H. (1987) Living with Stress, Penguin.
5. Lazarus, R. S., & Folkman, S. (1984). Stress, Appraisal, and Coping. Springer Publishing Company.

Case Study	
1	Strategies of Stress Management and Prevention Background: A large multinational corporation is concerned about the increasing levels of stress among its employees, which are affecting productivity, job satisfaction, and overall well-being. The company is committed to promoting a healthy work environment and wants to implement strategies to manage and prevent stress effectively. Objective: The objective of the stress management and prevention program is to reduce stress levels among employees, improve their mental health and well-being, and create a more positive and productive work environment. Key Tasks:

		1. Identify Stressors: Conduct surveys, interviews, and focus groups to identify the main sources of stress among employees, such as workload, deadlines, interpersonal conflicts, or work-life balance issues.
		2. Stress Management Workshops: Organize workshops and training sessions to educate employees about stress management techniques, such as mindfulness, relaxation techniques, time management, and communication skills.
		3. Flexible Work Arrangements: Implement flexible work arrangements, such as telecommuting, flexible hours, or job sharing, to help employees better manage their work-life balance and reduce stress.
		4. Employee Assistance Programs (EAPs): Provide access to EAPs, counseling services, and mental health resources to support employees facing personal or work-related stressors.
		5. Wellness Programs: Introduce wellness programs that promote physical activity, healthy eating, and stress-reducing activities, such as yoga, meditation, or mindfulness sessions.
2	Stress and Coping	

Stress and Coping

Background: A medium-sized software development company is facing high levels of stress among its employees due to tight project deadlines, high workloads, and demanding clients. The company is concerned about the impact of stress on employee well-being and productivity and wants to implement strategies to help employees cope with stress effectively.

Objective: The objective of the stress and coping program is to equip employees with the tools and techniques to manage stress, build resilience, and maintain mental health in a high-pressure work environment.

Key Tasks:

1. Stress Awareness Training: Conduct training sessions to educate employees about the physical and psychological effects of stress and how to recognize the signs of stress in themselves and others.
2. Stress Management Techniques: Teach employees stress management techniques, such as deep breathing exercises, progressive muscle relaxation, and mindfulness meditation, to help them cope with stress in the moment.
3. Cognitive Behavioral Therapy (CBT): Offer CBT-based interventions to help employees identify and change negative thought patterns and develop more adaptive coping strategies for dealing with stress.
4. Employee Support Groups: Establish peer support groups or forums where employees can share their experiences, seek advice, and receive emotional support from colleagues facing similar stressors.
5. Work-Life Balance Initiatives: Implement initiatives to promote work-life balance, such as flexible work hours, telecommuting options, and paid time off, to help employees better manage their stress levels.

BOS	Management Studies
Class	TY BBA
Semester	V
Course Name	Service Marketing
Course Code	PUCBA504
Type of Course	Discipline Specific Core (DSC)
Level	Advanced
Total Credits for the course	3

Course Objectives:

1. This course exposes the students to the basic concepts and the tools used in cost accounting.
2. To enable the students to understand the principles and procedure of cost accounting.

Unit No.	Name of Unit	Topic No.	Name of Topic	Hours
1	Introduction to services	1.1	Introduction to services: Concepts, contribution and reasons for the growth of services sector, difference in goods and service in marketing, characteristics of services, concept of service marketing triangle, service marketing mix, GAP models of service quality.	15
		1.2	Consumer behavior in services: Search, Experience and Credence property, consumer expectation of services, two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services	
		1.3	Customer perception of services-Factors that influence customer perception of service, Service encounters, Customer satisfaction, Strategies for influencing customer perception.	
2	Understanding customer expectation through market research	2.1	Managing Relationships in Services: Building Customer Loyalty, Complaint Handling and Service Recovery Strategies.	15
		2.2	Service Development and Design: Challenges of Service Design, Types of New Services, Core and Supplementary Elements, New Service Development Process	

		2.3	Service Blueprinting: Nature, Need and Process of Blueprinting. Physical Evidence and the Servicescapes: Nature, Importance and Types, Role and its Effect on Consumer Behaviour		
3	Service standards	3.1	Delivering and Performing Service through Employees and Customers: Service Culture, Employee's Role, Strategies to Deliver Quality, Cycle of Failure, Mediocrity and Success, Self service Technologies and Customer Participation.	15	
		3.2	Delivering Services through Intermediaries: Nature and Types of Intermediaries, Role of Electronic Channels in Service Delivery		
		3.3	Managing Demand and Capacity: Waiting Line Strategies Integrated. Integrated Services Marketing Communications and Services Marketing Triangle		
4	Role of marketing communication	4.1	Physical evidence in services:Types of service spaces-Role of service scapes, Framework work for understanding servicescape scapes & its effect on behavior-Guidance for physical evidence strategies.	15	
		4.2	Pricing of services-Role of price and value in provider GAP 4, Role of non-monetary cost, Price As an indicator of service quality –Approaches to pricing services, pricing strategies.		
		4.3	Role of marketing communication-Key reasons for GAP 4 involving communication, four categories of strategies to match service promises with delivery, Methodology to exceed customer expectation.		
			Total number of lectures	**60**	

Course Outcome:
1.Understanding of the service economy
2.Evaluating the nature of services, assessing business opportunities,
3.Analyzing the services design, quality management, marketing communications,
4.Comprehend service delivery, pricing, employee relationship management,
5.Evaluating gap analysis
6.Understanding physical and pricing services

References :
1.   Valarie A. Zeithaml and Mary Jo Bitner et al, Service Marketing, the fourth edition, McGraw-Hill, 2006
2. Services Marketing, Zeithaml, Bitner, Gremler & Pandit, TMH Publication.
3. Marketing of Services, Hoffman & Bateson, Cengage Learnings.
4 Services Marketing, Rao, Pearson Education.
5. Services Marketing, Concepts & Cases, Bhattacharjee, Excel Books

Case Study	
1	Priyam booked tables in a restaurant for 15 people at the beginning of the Marriage anniversary to celebrate the occasion with his family and friends. He had been a regular visitor to "Trafoid" and had developed loyalty for this restaurant for the continental dishes. Most of his friends are close friends and he preferred to treat them at "Trafoid" famous for all types of continental dishes. Another reason for the selection of this restaurant was that the proprietor Kiran knew Priyam very well since he was a regular visitor to this restaurant. He was confident that his dinner party would be a success. One day before the scheduled dinner party. Priyam requested Kiran to increase the booking to 20 heads which Kiran agreed. All the friends of Priyam met at his residence at 6:30 P.M. on the scheduled day and after having a cup of tea left for "Trafoid". They all reached the restaurant at 8:00 P.M. With slight difficulties, they managed to park their vehicles at three different locations in which they all traveled. But while arriving, Priyam was taken aback and surprised to see that arrangements were made by Kiran for only 15 heads. Priyam reminded Kiran about his request for accommodating 20 heads one day before the occasion and told Kiran that perhaps he had forgotten to make the arrangements for 20 heads. Priyam therefore requested Kiran to accommodate 20 guests. But to the utter amazement and embarrassment, Kiran denied stating that Priyam had booked only for 15 heads. Kiran mentioned that Priyam did not even telephone Kiran for increasing the no. of heads in the initial booking. Kiran was very rigid and continued to take the stand that he had not received any call or request from Priyam for increasing the number of heads to 20 and that the booking is only for 15 heads. The restaurant was full and only fifteen persons could be accommodated. There were other series of bookings on the day. Priyam with all his guests is kept waiting for 15 minutes to resolve the crisis. Kiran expresses his helplessness and says that nothing could be done on the day. The location was such that it was also difficult to locate another restaurant elsewhere. The decision was taken after twenty minutes when 15 guests (excluding Priyam, his family and one friend) were accommodated initially and served food. After the dinner of fifteen guests of Priyam was over, five other guests including Priyam and his family were accommodated somehow in the adjacent small table. All of them only discussed the service provided by the restaurant and the behavior of

	Case Study
	Kiran during dinner time. Priyam cleared the payment without giving any tips to the waiters. Priyam before leaving the restaurant talked to Kiran about this non-imaginative incident. However, Kiran mentioned that the evening was the busiest evening and Priyam could have made payment in advance for the additional five heads. Priyam and his family was disappointed and took a decision that will never visit the restaurant again. All of them narrated this incident to many people.
2	Premier Courier Ltd. Premier Courier Ltd. (PCL) is an innovative overnight delivery company that helped change the way companies do business. It was the first company to offer an overnight delivery system, but the company markets more than just a delivery service. What PCL really sells is on-time reliability. The company markets risk reduction and provides the confidence that people shipping packages will be "Absolutely, positively, certain their packages will be there by 10.30 in the morning". In fact, PCL sells even more than reliable delivery. It designs tracking and inventory management systems for many large companies. In other words, its customers buy more than just delivery service; they buy a solution to their distribution problems. For example, a warehouse designed and operated by PCL is part of the distribution center for a very large computer firm. In other organisations, customers can place an order for inventory as late as midnight, and the marketer, because of PCL's help, can guarantee delivery by the next morning. PCL has positioned itself as a company with a service that solves its customers' problems,

BOS	Management Studies
Class	T.Y.B.B.A.
Semester	V
Course Name	Data Science for Managers
Course Code	PUCBA505
Type of Course	Ability Enhancement Compulsory Course (AECC)
Level	Advanced
Total Credits for the course	4

Course Objectives
1. Understanding basic Data Science concepts
2. Students will be able to interpret and learn useful insights from data through analysis and optimization technique

Unit No.	Name of the Unit	Topic No.	Name of Topic	Hours
1	Introduction to Data & Data Transformation	1.1	Introduction to Data, Different kinds of data, Data Sources, Different types of data sources, Data Science lifecycle, Data Collection	15
		1.2	**Data transformations:** Dimension reduction, Feature extraction, Smoothing and aggregating, Normalization	
		1.3	Types Of Analysis, Types of data Models	
2.	Python concepts used in data Science	2.1	**The World of arrays with Numpy:** creating an array, Mathematical operations, Indexing and slicing, Shape manipulation.	
		2.2	**Empowering Data analysis with pandas:** the data structure of pandas, Inserting and exporting data	
		2.3	**Data Cleansing:** checking missing data, filling missing data, merging operations, Aggregation operations	
3 .	Word of Machine Learning	3.1	Supervised Learning: Linear Regression Logistic regression, Decision Tree	
		3.2	Unsupervised Learning: Clustering, K-means Clustering, K-Nearest Neighbour, Association	

		3.3	Text Analysis: Analysing Unstructured Data using Text mining techniques.	
4	Model Evaluation, Deployment and Optimization	4.1	Performance Checking: The Confusion Matrix, Precision, Recall, F1 Score, Error Recovery, Overfitting and Under fitting of Model	15
		4.2	Model Deployment : Model Deployment Methods , Selecting the Feedback Metric	
		4.3	What is Optimization, Types of Optimization, Components of Optimization , Univariate – Multivariate Optimization , Gradient Decent Learning Rule	
TOTAL LECTURES				**60**

Course Outcome:

1. Understand the different types of data and different types of data sources.
2. Understanding of the Data Science Lifecycle and get the idea of data collection.
3. Demonstrate different NumPy libraries that are used for data operations, Indexing and slicing. (C03)
4. Apply data structures used in Pandas library for data cleansing and data operations. (C04)
5. Illustrate the Statistics point of view needed and Apply it to make insights from the data. (C05)
6. Evaluate different ML Models using the data that is processed and given as input in understanding the different aspect and approaches to develop and work on various use cases. (C06)

References:

1. Mastering Python for Data Science, Explore the world of data science through Python and learn how to make sense of data, Samir Madhavan Packt Publishing.
2. Python Data Science Handbook: Essential Tools for Working with Data, Jake VanderPlas O'Reily
3. Machine Learning, Optimization, and Data Science 6th International Conference, LOD 2020, Siena, Italy, July 19–23, 2020, Revised Selected Papers, Part I
4. Provost, F., & Fawcett, T. (2013). Data Science for Business: What You Need to Know About Data Mining and Data-Analytic Thinking. O'Reilly Media.
5. Cao, L. (2019). Data Science for Managers: Applications. Springer.

BOS	Computer Science
Class	T.Y.B.B.A.
Semester	V
Course Name	Data Science for Managers
Course Code	PUCBA505
Type of Course	Ability Enhancement Compulsory Course (AECC)
Level	Advanced
Total Credits for the course	3

Practical No	Topic	
1	Write a program to swap rows and columns of a given array in reverse order using NumPy.	CO3
2	i.Write a program to sort an given array by the nth column using NumPy. ii.Write a program to partition a given array in a specified position and move all the smaller elements values to the left of the partition, and the remaining values to the right, in arbitrary order (based on random choice) using NumPy.	CO3
3	i.Write a program to count the number of dimensions, number of elements and number of bytes for each element in a given array using NumPy. ii.Write a program to get a copy of a matrix with the elements below the k-th diagonal zeroed using NumPy.	CO3
4	Write a program to split the following dataframe by Unique_column and get mean, min, and max value of age for respective dataset using Pandas.	CO4
5	Write a program to split a given dataframe into groups with multiple aggregations using Pandas.	CO4
6	Write a program to implement Linear Regression to predict property price	CO4
7	Write a program to differentiate data into N cluster using k-means clustering Algorithm	CO5
8	Write a program to implement Exploratory Data Analysis (EDA)& Data Pre-processing (Outlier Detection, Handling Missing Data)	CO5
9	Write a Program to Optimize Python Numpy code using various optimization techniques.	CO5
10	Write a program to practical implement case study on Analyzing Unstructured Data using Text Mining.	CO6

BOS	Management Studies
Class	TYBBA
Semester	V
Course name	Direct Tax-Income Tax
Course Code	PUCBA506
Course Type	AECC
Course Credit	4
Level	Advanced

Course Objectives:

1. To acquaint the students with basic principles underlying the provisions of direct and indirect tax laws and to develop a broad understanding of the tax laws and accepted tax practices.
2. To introduce practical aspects of tax planning as an important managerial decision-making process.

Unit No.	Name of Unit	Topic No.	Name of Topic	Hours
1	**Definitions u/s – 2, Basis of Charge and Exclusions from Total Income**	1.1	Definitions u/s – 2 : Section 2: Assesse, Assessment Year, Assessment, Annual value, Business, Capital asset, Income, Person, Previous Year, Transfer	10
		1.2	Basis of Charge: Section 3 – 9: Previous Year, Residential Status, Scope Of Total Income, Deemed Income	
		1.3	Exclusions from Total Income: Section 10 restricted to, Agricultural Income, Sums Received from HUF By Member, Share of Profit from Firm, Casual & Non – Recurring Receipts, Scholarships, Income of Minor Child, Allowance to Members of Parliament and Legislative Assembly	
2	**Heads of Income**	2.1	Salary Income Section 15 – 17, Including Section 10	20
		2.2	Income from House Property, Section 22 – 27,	

		2.3	Profits & Gains from Business & Profession Section 28-32, 36, 37, 40, 40A, 43B, 44AD, 44ADA & 44AE	
		2.4	Capital Gains Section 45, 48, 49, 50, 54 and 55,	
		2.5	Income from Other Sources Section 56 – 59	
3	**Deductions under Chapter VI – A**	3.1	80 A- Restriction on claim in Chapter VI- A 10 Deductions 80 C – Eligible investments 80CCC – Contribution to certain Pension Fund	15
		3.2	80D – Medical Insurance Premium 80 DD- Maintenance of handicapped dependent 80 DDB-Flat deduction for disable 80E – Interest on Educational Loan\	
		3.3	80TTB-Deduction in respect of interest on deposits in case of senior citizens. 80 TTA- Interest on Saving Bank account 80U – Deduction physically handicapped or mentally retarded resident persons	
4.	Computation of Total Income & Assessment	4.1	Computation of Taxable Income of individual	15
TOTAL NUMBER OF LECTURES				60

COURSE OUTCOME:
CO1 - Define basic concepts and its scope & terms related to Direct taxation
CO2 - Classify residential status to determine the scope of total income for an assessee with different kinds of residential status.
CO3 - Identify various heads under which income & the procedure for computation of income under various heads
CO4 - Categorize various deductions under Chap VI-A of the Income tax act, 1961
CO5 - Assess net total taxable income of an assessee after reducing the deductions from the gross total income
CO6 - Develop a plan to reduce tax liability by applying deductions from Chapter VI A

References:
1. Direct Taxes Law and Practice: Dr. Vinod Singhania
2. Income Tax Law: T.N. Manoharan

3. Income Tax Guide: Subhash Lakhotia

4. Tax Law I: Girish Shukla

5. Handbook on Income Tax: CA Raj K Agarwal

	Case Study
1	Mr. Patel, a resident Indian, works as a software engineer in a multinational company in Bangalore. He owns a residential property in the city which he rents out. Additionally, he invests in stocks and mutual funds, earning capital gains from these investments. He also receives interest income from a fixed deposit in a bank. Mr. Patel's mother, who is physically handicapped, lives with him, and he incurs expenses for her medical treatment. He has taken an educational loan for his sister's higher studies. Mr. Patel's sources of income include: 　　Salary income from his employment. 　　Rental income from the residential property. 　　Capital gains from stocks and mutual funds. 　　Interest income from a fixed deposit. 　　Deductions under Chapter VI-A for medical insurance premium (80D), maintenance of handicapped dependent (80DD), and interest on educational loan (80E).
2	Ms. Sharma runs a small business in Jaipur, manufacturing handmade crafts. She sells her products both locally and through online platforms. She owns a workshop where she conducts her business operations. Ms. Sharma also invests in agricultural land, from which she earns agricultural income. She has a son who is pursuing his undergraduate studies and receives a scholarship for the same. Additionally, Ms. Sharma is a member of the local legislative assembly. Ms. Sharma's sources of income include: 　　Profits and gains from her business. 　　Agricultural income from her land. 　　Scholarship received for her son's education (excluded from total income under Section 10). 　　Allowance as a member of the legislative assembly (excluded from total income under Section 10). Deductions under Chapter VI-A for eligible investments (80C), contribution to certain pension fund (80CCC), and deduction in respect of interest on savings bank account (80TTA).

BOS	Management Studies	
Class	T.Y. B.B.A.	
Semester	V	
Course Name	International Economics	
Course Code	PUCBA507	
Course Type	DSC	
Level of the Course	Advanced	
Credits	4	

Course Objectives:

1. To provide the students with a thorough grounding in the theory of international trade as well as international trade policy.
2. To demonstrate the relevance of the economic implications of international trade and trade policy both for individual economies such as India and the wider international community.

Unit No.	Name of Unit	Topic No.	Name of the Topic	Hours
1	Introduction	1.1	Free trade and protectionist policy	15
		1.2	Tariff barriers: Meaning, types and effects	
		1.3	Non-tariff barriers: Meaning and types	
		1.4	Terms of Trade - Types, factors affecting TOT	
2	International economic integration	2.1	International economic integration – Types	15
		2.2	European Union and Brexit	
		2.3	ASEAN, Trade wars	
		2.4	WTO- Recent Developments in AOA, TRIPS, TRIMS and GATS	
3	Balance of payments & International capital movements	3.1	Balance of Payments: Meaning, structure	15
		3.2	Balance of Payments: Types and causes	
		3.3	Measures to correct the disequilibrium in Balance of Payments	
		3.4	International capital movements: Meaning & factors affecting international capital movements	
4	Foreign Exchange Market	4.1	Foreign Exchange Market: Meaning, functions, participants and dealers	15
		4.2	Determination of equilibrium exchange rate, Spot and forward exchange rates	
		4.3	Managed flexible exchange rate system	
		4.4	Stages of foreign exchange management in India	
			Total number of Lectures	**60**

Course Outcome:
1. Define the concepts of terms of trade, balance of payments.
2. Explain disequilibrium in balance of payments, foreign exchange market.
3. Diagrammatically illustrate tariff barriers.
4. Examine spot & forward rate, managed flexibility exchange rate.
5. Evaluate stages of foreign exchange management in India.
6. Create an alternate strategy for EU & Brexit, ASEAN.

References :
1. M.L. Zhingan, International Economics, Vrinda Publication, 1986
2. Paul Krugman, International Economics: Theory and Policy, 1988
3. Jagdish N. Bhagwati, Free Trade Today, 2001
4. Joseph E. Stiglitz, Globalization and its Discontents, 2002
5. Philip B Whyman, The Economics of Brexit: A Cost-Benefit Analysis of the UK's Economic Relationship with the EU
6. Dominick Salvatore, International Economics: Trade and Finance, 2013

Case Study
1	India's current account deficit for the second quarter of 2022-23 has reached a massive $36.4 billion, which is 4.4% of the gross domestic product, higher than at any time in the last nine years. Quite apart from the sheer size of the current account deficit, there are three reasons why the balance of payments is a cause for serious concern. First, is an increase in merchandise trade deficit, which increased by over $20 billion, from $63 billion to $83.5 billion, between the first and the second quarters. The increase in oil prices that has occurred in the wake of the Ukraine war and pushed up our import bill. Second, the lackluster performance of our exports because of the slowing down of the world economy. The second cause is sharp decline in the exchange rate of the rupee and despite our large reserves India's balance of payments have become a serious cause for concern. The third reason was the slowdown in growth was a slowing down of the manufacturing sector.
2	In India, the exchange rate regimen is governed by the Reserve Bank of India (RBI), often called the 'Banker of Banks'. There are several types of exchange rate regimes, including managed float, free float, and a flexible exchange rate. India follows a managed floating rate system. It gives a lot of independence to the market forces, provides data to regulators, and stabilizes India's economy. Starting in 1991, when India's economic policy underwent a renovation, and the markets opened to global companies, this regime has helped the country get back on its feet. At first glance, a managed float system may not seem useful. However, economists and policy-makers have observed that since India needs to import certain essential items like crude oil, it is important for a Central Bank to maintain a tight leash on exchange rates.

SEMESTER VI

BOS	Management Studies
Class	T.Y.B.B.A
Semester	VI
Course Name	Power BI
Course Code	PUCBA601
Type of Course	Discipline Specific Core (DSC)
Level	Advanced
Total Credits for the course	4

Course Objectives

1. Understand the fundamental concepts of Business Intelligence (BI) and Self-Service Business Intelligence (SSBI).
2. Acquire skills in sourcing, loading, and transforming data using Power BI Desktop.

Unit No.	Name of the Unit	Topic No.	Name of Topic	Hour
1	Introduction to Power BI	1.1	Introduction to Business Intelligence Self-Service Business Intelligence (SSBI) Introduction to Power BI	15
		1.2	Traditional BI vs. Power BI Power BI vs. Tableau vs. QlikView Uses of Power BI	
		1.3	The Flow of Work in Power BI Working with Power BI Basic Components of Power BI Comparison of Power BI Version	
		1.4	Introduction to Building Blocks of Power BI Data model and importance of Data Modelling	
2	Power BI Desktop and Data Transformation	2.1	Data Sources in Power BI Desktop Loading Data in Power BI	15
		2.2	Desktop Views in Power BI Desktop Query Editor In Power BI	
		2.3	Transform, Clean, Shape, and Model Data Manage Data Relationship	
		2.4	Editing a Relationship Cross Filter Direction Saving Work file Measures	
3	Data Analysis Expression (DAX)	3.1	Introduction to DAX Importance of DAX Data Types in DAX	15
		3.2	DAX Calculation Types Steps to Create Calculated Columns Measures in DAX	

		3.3	DAX Syntax DAX Functions DAX Operators	
		3.4	DAX Tables and Filtering	
4	Data Visualization	4.1	Introduction to Visuals In Power BI Visualization Charts in Power BI	15
		4.2	Matrixes and Tables Slicers and Map Visualizations Gauges and Single Number Cards	
		4.3	Modifying Colors in Charts And Visuals Shapes, Text Boxes, and Images	
		4.4	Custom Visuals Page Layout and Formatting Bookmarks and Selection Pane KPI Visuals Z-order	
TOTAL LECTURES				**60**

Course outcome:
1. Identify the key features and uses of Power BI.
2. Summarize the process of data transformation and modeling in Power BI Desktop.
3. Utilize Power BI Desktop to load and transform data from different sources.
4. Evaluate the effectiveness of different visualization types for specific datasets.Evaluate the effectiveness of different visualization types for specific datasets.
5. Combine data from multiple sources to create comprehensive datasets in Power BI.
6. Evaluate the impact of data visualization choices on audience understanding

References
1. Power BI Step by Step" by Mr. Nisarg Upadhyay:
2. "Mastering Power BI" by Mr. Gaurav Verma
3. Data Analysis and Business Intelligence using Power BI" by Avichal
4. Ferrari, M., Russo, A., & Webb, C. (2019). Analyzing Data with Power BI and Power Pivot for Excel. Microsoft Press.
5. Sarkar, R. (2018). Power BI Quick Start Guide: Build dashboards and visualizations to make your data come to life. Packt Publishing.

BOS	Management Studies
Class	TYBBA
Semester	VI
Subject Name	E- Commerce
Subject Code	PUCBA602
Type of Course	Core
Level of Subject	Medium
No. of Credits	3

Course Objectives:
1. To understand the basics of E- Commerce and their relevance in E enterprise.
2. To inculcate among the learner an understanding of Legal compliances and Security issues of E-commerce

Module No.	Name of Module	Topic No.	Name of Topic	Hours
1	**Introduction to Electronic Commerce –Evolution and Models**	1.1	Evolution of E-Commerce- Introduction, History/Evolution of Electronic Commerce, **E-Commerce framework architecture,** Main activities of Ecommerce, Functions and Scope of E-Commerce, Benefits and Challenges of E-Commerce, E-Commerce Business Strategies for Marketing, Sales and Promotions.	15
		1.2	Business Models of E-Commerce- Characteristics of Business to Business(B2B), Business to Consumers (B2C), Business to Government (B2G) , Concepts of other models of E-commerce, **Choosing a right E Commerce model for a business.**	
		1.3	Business to Consumer E-Commerce process, Business to Business E-Commerce-Need and Importance, alternative models of B2B E-Commerce, E-Commerce Sales Product Life Cycle (ESLC) Model	
2	**World Wide Web and E-enterprise**	2.1	World Wide Web-Reasons for building own website, Benefits of Website, Registering a Domain Name, Role of web site in B2C E-commerce; **Types of websites;** Web site design principles.	15
		2.2	EDI and paperless trading; **Prerequisites of EDI**, Pros & Cons of EDI, Related new technologies use in Ecommerce, Applications of E-commerce and E-enterprise - Applications to Customer Relationship Management- **E CRM- Meaning, Features of E CRM, Uses of E-CRM,** Components of E-CRM.	
		2.3	Managing the E-enterprise- Introduction, Managing the E-enterprise, Comparison between Conventional and E-organisation, Organisation of Business in an E-enterprise, Benefits and Limitations of E- enterprise	

3	E-marketing and Electronic Payment processing	3.1	E-Marketing- Scope and Techniques of E-Marketing, Traditional web promotion; Web counters; Web advertisements, Role of Social media.	15
		3.2	E-Commerce Customer Strategies for Purchasing and support activities, Planning for Electronic Commerce and its initiates, The pros and cons of online shopping, Justify an Internet business	
		3.3	Introduction to ecommerce payment processing,e commerce payment processing v/s traditional payment processing,working of ecommerce payment processing	
4	Starting Your Ecommerce Store	4.1	Step by Step process to start your own Ecommerce Business,Profitable product selection,Analyse Ecommerce Market Opportunity,Target Customer Identification,PricingYourProducts,Ecommerce Idea Validation & Brand Positioning	15
		4.2	Introduction to building an e-commerce store Introduction to different Ecommerce Platforms,	
		4.3	Setting up a mock e-commerce store,Add products to a store ,Set up your Google Merchant Center account and link it to ecommerce platform Add Google and other shopping channels in ecommerce platform	
	Total no of lectures			60

Course Outcomes:

1. Identify fundamentals of E- Commerce.
2. Describe various models of E- commerce and E-Commerce Sales Product Life Cycle (ESLC) Model
3. Apply EDI and paperless trading, World Wide Web, Applications of E-CRM and managing E-enterprise.
4. Analyse E-Marketing, E-Commerce Customer Strategies and Justify an Internet business.
5. Evaluate Electronic Payment System & Types of payment systems
6. Facilitate creation of Ecommerce store

Reference Books

1. Kalakota et al, Frontiers of Electronic Commerce, Addison Wesley, 2004
2. E- Commerce Strategies, Technology and applications (David) Tata McGrawHill
3. Introduction to E-commerce (jeffrey) Tata- Mcgrawhill
4. E-Business and Commerce- Strategic Thinking and Practice (Brahm) biztantra
5. Adam Nabil R. (Editor) Electronic Commerce: Technical Business and Legal Issues.

Case Study
1 E-Commerce Growth in India Founded in 2007 by Sachin Bansal and Binny Bansal, Flipkart started as an online bookstore and has grown to become one of India's leading e-commerce platforms.Flipkart has innovated to enhance its customer experience with features like

	Cash on Delivery, Flipkart Plus loyalty program, and mobile-first platform.Flipkart has invested in technology and logistics to improve its platform and delivery capabilities.Flipkart's marketplace model allows third-party sellers to list and sell products, expanding its product assortment and driving revenue.Flipkart uses data analytics and machine learning to personalize the shopping experience and optimize its operations.Flipkart has optimized its supply chain and logistics to offer fast and reliable delivery to customers across India.Flipkart has expanded its presence across India and adapted its offerings to cater to local preferences and cultural nuances.Flipkart faces competition from other e-commerce platforms like Amazon India, as well as regulatory challenges in the Indian market.Flipkart continues to innovate and explore new opportunities in e-commerce, including areas like grocery delivery, fintech, and AI-driven solutions.
2	Amazon - E-Commerce Innovation and Market Leadership Founded in 1994 by Jeff Bezos, Amazon started as an online bookstore and has since evolved into the world's largest e-commerce platform.Amazon has continuously innovated to enhance its customer experience through features like Prime, one-click ordering, and personalized recommendations . Amazon has invested heavily in technology and infrastructure to support its e-commerce operations, including fulfillment centers, logistics, and cloud computing (AWS).Amazon's marketplace allows third-party sellers to list and sell products, expanding its product selection and driving revenue.Amazon has optimized its supply chain and logistics to offer fast and reliable delivery to customers.Amazon uses data analytics and machine learning to personalize the shopping experience and optimize its operations.Amazon has expanded its e-commerce operations to numerous countries and adapted its offerings to local markets . Amazon continues to innovate and explore new opportunities in e-commerce, including areas like AI, voice commerce (Alexa), and physical retail (Amazon Go).

BOS	Management Studies
Class	TYBBA
Semester	VI
Subject Name	Emotional Intelligence
Subject Code	PUCBA603
Type of Course	Core
Level of Subject	Medium
No. of Credits	3

Course Objectives:
1. To learn how to lead with emotional intelligence
2. To study different aspects of self-management, building on the foundation of (i) self awareness (ii) self-regulation (iii) Social skills and empathy and (iv) Relationship Management.

Unit No.	Name of Unit	Topic No.	Name of Topic	Hours
1.	Introduction to Emotional Intelligence and Self awareness	1.1	Introduction to Emotional Intelligence. Dimensions of Emotional Intelligence. Difference between EQ v/s IQ.	15
		1.2	Emotional Competencies. Importance of EI. The concept of Emotional Hijacking	
		1.3	Meaning of Self-Awareness, benefits of Self-awareness, Self-Awareness Strategies, Self-Awareness Skills.	
2	Self-Regulation & Elements.	2.1	Introduction to Self-Regulation Self-regulation strategies.	10
		2.2	Self-Control, Meaning of Self-Control, Three Habits of Self-Control, Assessing your Self-Control, Developing Self-Control	
		2.3	Concepts of Trustworthiness, Conscientiousness & Adaptability.	
		2.4	Innovation and Innovation Skills	

3	Social Skills and empathy	3.1	Social Skills in EI, Meaning, Elements: Persuasion and Influencing Skills, Communication Skills, Conflict Management Skills, Leadership Skills, Change Management Skills, Building Bonds (Rapport), Collaboration and Cooperation Team-Working Skill	10
		3.2	Empathy: Meaning, Types, Elements, Tactics.	
4	Relationship Management	4.1	Relationship Management in EI: Understanding Relationship management, Strategies, Relationship management Skills.	10
		4.2.	The competencies associated with Relationship management, Influence, Leadership, Developing Communication, Change Catalyst. Four criteria for effective relationship management: Decision, interaction, Outcome, Needs.	

Course Outcomes:
1. Describe the value of emotional intelligence for professional success.
2. Relate the impact of self-awareness & self-control on others.
3. Develop strategies for strengthening empathy.
4. Examine capabilities to demonstrate social awareness through empathy.
5. Justify actions to create connections and build relationships for greater professional effectiveness.
6. Construct methodology for managing emotions.

References :
1. Emotional Intelligence, Daniel Goleman, Bloomsbury Publishing
2. Emotional Intelligence: Why It Can Matter More Than IQ,Daniel Goleman, Bantam 3. Emotional Intelligence 2.0, by Travis Bradberry, Jean Greaves, Perseus Books Group
3. https://www.skillsyouneed.com/ps/self-control.html
4. https://www.passingthebatonpodcast.com/relationship-management/
5. http://www.free-management-ebooks.com/faqpp/developing-05.htm
6. https://www.skillsyouneed.com/general/emotional-intelligence.html

	Case Study
1	Emotional Intelligence in Leadership - Howard Schultz at Starbucks Howard Schultz joined Starbucks in 1982 as Director of Retail Operations and later became the CEO. He is known for his high emotional intelligence (EI) and empathetic leadership style.He prioritized employee well-being and implemented policies like healthcare benefits and stock options for part-time employees. Howard Schultz emphasized the importance of creating a unique and memorable customer experience at Starbucks. He is known for his effective communication skills and ability to build strong relationships with employees, customers, and stakeholders. Schultz navigated challenges and led Starbucks through periods of growth, transformation, and global expansion. He demonstrated resilience and led Starbucks through crises like economic downturns and controversies. He has mentored and developed leaders within Starbucks, emphasizing the importance of teamwork and collaboration.His leadership and emotional intelligence have left a lasting impact on Starbucks' culture, values, and success.
2	Social Skills Emily is a 35-year-old marketing manager. She is highly skilled in her profession but struggles with social interactions, especially in larger group settings. Emily tends to feel overwhelmed and anxious in social situations, which has led her to decline invitations to work events and social gatherings. Emily finds it hard to engage in group conversations, often feeling like she doesn't know when to speak or how to join ongoing discussions. She experiences high levels of anxiety in social situations, which makes it challenging for her to relax and be herself. She wants to build stronger relationships with her colleagues and expand her professional network, but her social skills challenges hinder her from doing so.

BOS	Management Studies
Class	TY BBA
Semester	VI
Course Name	International Business
Course Code	PUCBA604
Type of Course	Discipline Specific Core (DSC)
Level	Advanced
Total Credits for the course	3

Course Objectives:

1. The course is designed to develop a deep understanding of international business.
2. The course aims to analyse business relations of Indian businesses in foreign environments.

Unit No.	Name of Unit	Name of the Topic	Hours
1	Introduction to International Business	1.1. Meaning, Evolution of International Business, Characteristic features of International Business, Factors affecting International Business.	15
		1.2. Changing Scenario of International Business, Advantages of International Business, Problems of International Business.	
		1.3. Objective, Scope, Domestic Business v/s International Business, Reasons for International Business – For Corporates and Country, Modes of Entry and Operation.	
		1.4. Globalization, Concept and Practice, Role of Global Organisation, Stages of building Global companies and competitiveness,Global competitive advantages of India - Sectors and Industries – Case study.	
2	International Trade with reference to Indian Business Environment.	4.1. Trade Policy and Regulation of India: Trade strategy of India; economic policy liberalisations.	15
		4.2. Foreign trade policy 2015-20; regulation and promotion of foreign trade; Foreign Trade (Development and Regulation) Act, 1992.	
		4.3. Trade and BOP of India: Highlights of India's trade performance; determinants of exports; determinants of imports; major exports; major imports; direction of trade; services trade; balance of payments; problems of India's export sector.	
		4.4. Some Issues in International Business: Business ethics; social responsibility of business; environmental issues; labour issues.	
3	International Business	3.1. Introduction To International Business Environment, Social and Cultural Environment, Demographic environment.	15

	Environment & MNCs.	3.2. Technological Environment, Economic Environment, Political Environment. International trading environment	
		3.3.Multinational Corporations: Definition, Definitions and Concepts, Factors that Contributed for the Growth of MNCs, Advantages And Disadvantages, Control over MNCs,	
		3.4.Organisational Structure of MNCs, Relationship between Headquarters and Subsidiaries, MNCs in India, The Indianisation of Transnationals	
4.	International Organisations and Regional Trade Agreements: Their role in International Business	4.1. Detailing World Bank Group.	15
		4.2. Regional Trade Agreements and Free Trade Agreements (RTA and FTA), NAFTA, EC ASEAN, COMESA, LAC, Others.	
		4.3. Trade Theories and relevance in International Business, Absolute advantage, Comparative advantage, Competitive advantages. Purchasing power points, PLC theory, Others.	
		4.4. Barriers to International Business, Tariff and non tariff barriers.	
	Total number of Lectures		60

Course Outcome:

1. Familiarizing the concept of International Business.
2. Identify elements of International Business.
3. Understand mode of entry and the need of International Business.
4. Analysis of International Business Environment.
5. Explaining International Organisations and Regional Trade Agreements: Their role in International Business.
6. Create an ethical international business environment.

Reference Books:

1. International Business – Daniels and Radebough
2. International Business – Sundaram and Black
3. International Business – Roebuck and Simon
4. International Business – Charles Hill
5. International Business – Subba Rao

	Case study
1	**World Bank and Development Projects in Country A** The World Bank is an international financial institution that provides loans and grants to support development projects in middle-income and low-income countries. Country A, a low-income country with a growing population, has partnered with the World Bank to implement several development projects aimed at improving infrastructure, healthcare, education, and agriculture. The World Bank has financed the construction of roads, bridges, and public transportation systems to improve connectivity and facilitate economic growth. Funding has been allocated to upgrade healthcare facilities, train medical professionals, and provide essential medicines and vaccines to combat diseases. The World Bank supports initiatives to build schools, train teachers, and develop educational programs to increase literacy rates and improve the quality of education. The World Bank has invested in agricultural research, irrigation systems, and training programs for farmers to enhance food security and promote sustainable agriculture.
2	Globalization and Philips Philips is a multinational corporation specializing in technology products. Over the past decade, the company has expanded its operations globally, establishing manufacturing facilities in several countries and selling its products in markets worldwide. While globalization has provided Philips with opportunities for growth and increased profitability, it has also presented challenges related to cultural differences, regulatory compliance, and market competition. Philips has manufacturing facilities in China, India, and Mexico to take advantage of lower labor costs and access to emerging markets. Company sells its products in over 150 countries, with a strong presence in North America, Europe, and Asia.Company has faced challenges in adapting its products and marketing strategies to different cultural preferences and consumer behaviors.Firm must comply with various regulations and standards in each country where it operates, which requires significant resources and expertise. It faces competition from both local and international companies in each market it operates, requiring continuous innovation and strategic positioning.

BOS	Management Studies
Class	T.Y.B.B.A.
Semester	VI
Course Name	Advanced Data Science for Managers
Course Code	PUCBA605
Type of Course	Ability Enhancement Compulsory Course (AECC)
Level	Advanced
Total Credits for the course	4

Course Objectives

1. Understanding basic data science concepts. Learning to detect and diagnose common data issues, such as missing values, special values, outliers, inconsistencies, and localization.
2. Making aware of how to address advanced statistical situations, Modeling and Machine Learning.

Unit no	Name of the Unit	Topic No	Name of Topic	No. of Lectures
1	Introduction to Data Science	1.1	**Data Science origins** and brief history of the Big Data revolution The Big Data landscape How much data is there really, and does it matter?	15
		1.2	**Un-siloing data:** Use paradigms for organisational data and public data Descriptive, predictive and prescriptive analysis	
		1.3	**From recommendations to insights:** Black-box and white-box analytics	
2.	Data Life Cycles and Statistics	2.1	The **analytics value chain** Data analysis cycle: Connecting DATA SCIENCE to the business problems	15

		2.2	**Difference between population** and sample, Types of variables, Measures of central tendency, Measures of variability, Coefficient of variance, Skewness and Kurtosis	
		2.3	**Exploratory data analysis :** Data visualization, Missing value analysis, The correction matrix, Outlier detection analysis	
3	Fundamentals of Statistics	3.1	**Types of data:** Numerical, categorical and ordinal **Statistical summaries:** Mean, standard deviation, quantiles and correlation, ANOVA	15
		3.2	**Simple data visualisation:** Histograms, boxplots, time plots and scatterplots	
		3.3	**Dimension reduction:** Principal components analysis Languages and environments (e.g. R, Python, MATLAB or even Excel) and standards (PMML)	
4	Model Creation and Validation	4.1	**Introduction to model selection:** Regularization, bias/variance tradeoff e.g. parsimony, AIC, BIC, Cross validation, Ridge regressions and penalized regression e.g. LASSO	15
		4.2	**Supervised Learning:** Regression, linear models, Regression trees, Time-series Analysis, Forecasting, **Classification:** classification trees, Logistic regression, separating hyperplanes, k-NN.	
		4.3	**Unsupervised Learning:** Principal Components Analysis (PCA), k-means clustering, Hierarchical clustering, Ensemble methods	
	TOTAL LECTURES			**60**

Course Outcomes:
1. Identify the origins and historical context of Data Science, including the Big Data revolution.
2. Differentiate between descriptive, predictive, and prescriptive analysis.
3. Apply the analytics value chain to solve business problems
4. Analyze different types of data (numerical, categorical, ordinal) and choose appropriate statistical summaries.
5. Construct and validate models using techniques like regularization, cross-validation, and penalized regression
6. Assess the effectiveness of different supervised and unsupervised learning algorithms in specific contexts.

References:

1. Doing Data Science, Rachel Schutt and Cathy O'Neil, O'Reilly,2013

2. Mastering Machine Learning with R, Cory Lesmeister, PACKT Publication,2015

3. Hands-On Programming with R, Garrett Grolemund,1st Edition, 2014

4. An Introduction to Statistical Learning, James, G., Witten, D., Hastie, T., Tibshirani, R.,Springer,2015

5. Sarkar, R. (2018). Power BI Quick Start Guide: Build dashboards and visualizations to make your data come to life. Packt Publishing.

BOS	Management Studies
Class	T.Y.B.B.A.
Semester	VI
Course Name	Advanced Data Science for Managers
Course Code	PUCBA605
Type of Course	Ability Enhancement Compulsory Course (AECC)
Level	Advanced
Total Credits for the course	4

1.	Practical Of various types of Data Visualization Plots
2.	Practical Of Exploratory Data Analysis for Handling Missing and Categorical values.
3.	Practical of Principal Component Analysis
4.	Practical of Clustering
5.	Practical of Time-series forecasting
6.	Practical of Simple/Multiple Linear Regression.
7.	Practical of Logistics Regression
8.	Practical of Hypothesis testing.
9.	Practical of Analysis of Variance.
10.	Practical of Decision Tree.

BOS	Management Studies
Class	T.Y.B.B.A.
Semester	VI
Course Name	Indirect Tax- GST
Course Code	PUCBA606
Type of Course	Skill Enhancement Course (SEC)
Level	Specialization
Total Credits for the course	4

Course Objectives:

1. To gain the ability to analyze and interpret the provisions taxability of the goods and services tax law
2. To understand implementation of tax credit provision with practical questions.

Unit No.	Name of Unit		Name of the Topic	Hours
1	Introduction to Indirect Taxation and GST & Customs Act	1.1	-Basics for Taxation - Direct Taxes and Indirect Taxes – Features of Indirect taxes, Difference, Advantages and Disadvantages, -Sources and Authority of Taxes in India	20
		1.2	-GST Council and GST Network -Definitions under CGST Act -Introduction to GST – Genesis of GST in India, Power to tax GST (Constitutional Provisions), Extent and Commencement, -Meaning and Definition of GST, Benefits of GST, Conceptual Taxes subsumed and not subsumed under GST	
		1.3	-Introduction to customs law including Constitutional aspects -Levy of and exemptions from customs duties – All provisions including application of customs law, taxable event, charge of customs duty, exemption from custom duty -Types of customs duties	
2	Levy and Collection of GST	2.1	Charge of GST, Levy and Collection GST, Composite and Mixed Supplies under Composition Scheme	15
		2.2	GST, Power to Grant Exemption, Negative list of GST, GST Rate Schedule for Goods and Services	

		2.3	Taxable Event Supply, Place of Supply, Time of Supply, Value of Supply	
3	Documentation	3.1	Tax Invoices,	15
		3.2	Credit notes	
		3.3	Debit notes	
4	Registration	4.1	Persons liable for Registration, Persons not liable for Registration	10
		4.2	Procedure for Registration, Deemed Registration, Amendment, Cancellation and Revocation of Registration	
Total No of lectures				60

Course Outcome:
1. Describe 'interpretation of statute' and Develop skills of interpretation of basic concepts, definitions and terms related to indirect taxation
2. Relate the concept of Tax Regime with GST Levy and charge.
3. Develop the ability to determine chargeability on the basis of provisions of Place, Time and Value of supply.
4. Examine the capability to understand and calculation of Input tax credit.
5. Relate the provisions of Foreign trade policy with import and export provisions.
6. Apply provisions learned for computation of tax liability/refund

Reference Books:
1. Step by Step Guide to GST – Compliances - AvinashPoddar
2. A Complete Guide to Goods and Services Tax – Sanjiv Agarwal
3. GST Law Manual – R.K.Jain
4. Hand Book on GST- Pratik Shah
5. Guide On Foreign Trade Policy- Kalirajn D.

Case Study
1   Implementation of GST in India Background: India's transition to the Goods and Services Tax (GST) regime marked a significant reform in the country's indirect taxation system. Implemented on July 1, 2017, GST aimed to simplify tax structures, streamline compliance, and foster economic growth. Challenges Faced: ● Complexity: Transitioning from multiple indirect taxes to a unified GST framework posed challenges in understanding and complying with the new tax regime.

	- Technology Infrastructure: The establishment of the GST Network (GSTN) to facilitate registration, return filing, and invoice matching required robust technology infrastructure and widespread adoption among taxpayers. - Compliance Burden: Small and medium-sized enterprises (SMEs) faced challenges in adapting to the new compliance requirements and integrating GST into their business processes.
2	ABC Manufacturing Company ABC Manufacturing Company, a medium-sized manufacturer of industrial machinery, faced several challenges during the initial implementation of GST: Compliance Transition: ABC Manufacturing had to overhaul its accounting and invoicing systems to comply with GST regulations, including updating software, training staff, and ensuring accurate classification and reporting of goods and services. Supply Chain Restructuring: With the introduction of GST, ABC Manufacturing reassessed its supply chain dynamics to optimize tax efficiency. The company evaluated vendor relationships, transportation routes, and warehousing strategies to minimize the impact of GST on procurement and distribution costs. GSTN Integration: ABC Manufacturing encountered initial difficulties in registering on the GSTN portal and navigating the online filing process. However, with assistance from tax consultants and government outreach programs, the company successfully completed registration and became proficient in filing GST returns and generating e-way bills. Tax Planning: ABC Manufacturing engaged tax advisors to assess the tax implications of GST on its business operations and devise strategies to maximize input tax credits, manage tax liabilities, and mitigate compliance risks. Results and Lessons Learned: Despite the initial challenges, ABC Manufacturing successfully transitioned to the GST regime and realized several benefits: - Streamlined Tax Compliance: GST simplified the tax filing process, reduced paperwork, and improved transparency in tax administration. - Enhanced Business Efficiency: By optimizing its supply chain and tax planning strategies, ABC Manufacturing achieved cost savings and operational efficiencies. - Continuous Learning: The implementation of GST underscored the importance of ongoing education and training to adapt to evolving regulatory requirements and leverage opportunities for business growth

BOS	Management Studies
Class	T.Y.B.B.A.
Semester	VI
Course Name	Project Work- Research Project
Course Code	PUCBA607
Type of Course	Discipline Specific Elective (DSE)
Level	Specialization
Credits	3

Course Objectives:
1. To identify appropriate research topics
2. To select and define appropriate research problem and parameters

A. Research Project Work

To be followed to maintain the uniformity in formulation and presentation of Project Work (Model Structure of the Project Work)

Format

Chapter No. 1: Introduction	In this chapter Selection and relevance of the problem, historical background of the problem, brief profile of the study area, definition/s of related aspects, characteristics, different concepts pertaining to the problem etc can be incorporated by the learner.
Chapter No. 2: Research Methodology	This chapter will include Objectives, Hypothesis, Scope of the study, limitations of the study, significance of the study, Selection of the problem, Sample size, Data collection, Tabulation of data, Techniques and tools to be used, etc can be incorporated by the learner.
Chapter No. 3: Literature Review	This chapter will provide information about studies done on the respective issue. This would specify how the study undertaken is relevant and contribute for value addition in information/ knowledge/ application of study area which ultimately helps the learner to undertake further study on same issue.
Chapter No. 4: Data Analysis, Interpretation and Presentation	This chapter is the core part of the study. The analysis pertaining to collected data will be done by the learner. The application of selected tools or techniques will be used to arrive at findings. In this, table of information's, presentation of graphs etc. can be provided with interpretation by the learner.
Chapter No. 5: Conclusions and Suggestions	In this chapter of project work, findings of work will be covered and suggestion will be enlisted to validate the objectives and hypotheses.

Note:	If required more chapters of data analysis can be added. Bibliography,Appendix

OR

BOS	Management Studies
Class	T.Y.B.B.A.(Hon)
Semester	VI
Course Name	Project work- Internship Project
Course Code	
Type of Course	Discipline Specific Elective (DSE)
Level	Specialization
Credits	3

B. Internship based Project Work

To be followed to maintain the uniformity in formulation and presentation of Project Work (Model Structure of the Project Work)

Guidelines for Internship based project work

1. Minimum 30 days/ 100 hours of Internship with an Organisation/ NGO/ Charitable Organisation/ Private firm.
2. The theme of the internship should be based on any study area of the elective courses
3. Experience Certificate is Mandatory
4. A project report has to be brief in content and must include the following aspects:

A. Executive Summary:	A bird's eye view of your entire presentation has to be precisely offered under this category.
B. Introduction on the Company:	A Concise representation of the company/ organization defining its scope, products/ services and its SWOT analysis.
C. Statement and Objectives:	The mission and vision of the organization need to be stated enshrining its broad strategies.
D. Your Role in the Organisation during the internship:	The key aspects handled the department under which you were deployed and brief summary report duly acknowledged by the reporting head.

E. Challenges:	The challenges confronted while churning out theoretical knowledge into the practical world.
F. Conclusion:	A brief overview of your experience and suggestions to bridge the gap between theory and practice.

The project report based on internship shall be prepared as per the broad guidelines given below:

1. Font type: Times New Roman
2. Font size: 12-For content, 14-for Title
3. Line Space : 1.5-for content and 1-for in table work 4. Paper Size: A4
5. Margin : in Left-1.5, Up-Down-Right-1 6. The Project Report shall be bounded.
7. The project report should be of minimum 50 pages