

DHANALAKSHMI SRINIVASAN
INSTITUTE OF RESEARCH AND TECHNOLOGY
(Deemed to be University under section 3 of UGC Act, 1956.)
PERAMBALUR – 621 212, TAMIL NADU, INDIA.

SCHOOL OF ARTS AND SCIENCE

CURRICULUM AND SYLLABUS

BACHELOR OF BUSINESS ADMINISTRATION

REGULATION 2026

PROGRAMME:

Vision:

To develop innovative, ethical and globally competent management professionals capable of leading organizations and entrepreneurial endeavors.

Mission:

- To provide a strong foundation in management, business practices and entrepreneurial skills.
- To enhance leadership, communication and decision-making abilities through experiential learning.
- To foster innovation, ethical values and social responsibility in business environments.
- To promote lifelong learning and adaptability to emerging business trends and technologies.

PROGRAM EDUCATIONAL OBJECTIVES (PEOs)

PEO	PROGRAM EDUCATIONAL OBJECTIVES
PEO1	Core Knowledge & Design: Graduates will apply fundamental management principles and business knowledge to solve organizational problems effectively.
PEO2	Adaptation to New Technologies: Graduates will adapt to evolving business technologies, market dynamics and professional environments.
PEO3	Technical Excellence & Ethics: Graduates will demonstrate managerial competence, ethical leadership and teamwork in diverse settings.
PEO4	Higher Studies, Start-ups & Contribution: Graduates will pursue higher education, entrepreneurial endeavors and meaningful contributions to society and industry.

PROGRAM SPECIFIC OUTCOMES (PSOs)

PSO	PROGRAM SPECIFIC OUTCOMES
PSO1	Core Competency & Solution Design: Apply management concepts and business strategies to analyze organizational issues and design effective solutions.
PSO2	Modern Tool Usage: Apply modern business tools, digital technologies and analytical techniques for informed decision-making.

PROGRAM OUTCOMES (PO's)

PO	PROGRAM OUTCOMES
PO1	Disciplinary Knowledge Demonstrate comprehensive knowledge and understanding of the fundamental concepts, theories, principles, and applications in the chosen discipline and allied fields.
PO2	Critical Thinking and Problem Solving Identify, analyze, and solve complex academic, professional, and societal problems using logical reasoning, analytical skills, and evidence-based approaches.
PO3	Research and Inquiry Apply scientific methods, research techniques, and investigative skills to conduct studies, analyze data, interpret results, and draw meaningful conclusions.
PO4	Creativity and Innovation Develop innovative ideas, creative solutions, and entrepreneurial approaches to address contemporary challenges in academic, professional, and social contexts.
PO5	Digital and Technological Competence Utilize appropriate digital technologies, software tools, and information resources effectively and ethically for learning, research, communication, and problem-solving.
PO6	Environment and Sustainability Understand environmental issues and sustainable development goals and apply this knowledge to promote ecological balance and responsible resource utilization.
PO7	Ethics and Social Responsibility Demonstrate ethical values, integrity, inclusiveness, and social responsibility while contributing positively to society and professional environments.
PO8	Teamwork and Leadership Work effectively as an individual and as a member or leader of diverse and multidisciplinary teams, demonstrating leadership, collaboration, and interpersonal skills.
PO9	Communication Skills Communicate effectively through oral, written, visual, and digital means with diverse audiences in academic, professional, and societal settings.
PO10	Employability and Entrepreneurship Develop professional competencies, managerial abilities, and entrepreneurial skills required for employment, higher education, and self-employment opportunities.
PO11	Lifelong Learning Recognize the need for continuous learning, adaptability, and self-development to meet evolving personal, professional, and societal demands in a dynamic global environment.

SEMESTER-I

Semester	Part	Course Category	Title of the Course	Course Code	L	T	P	Credits	Marks		
									CAT	ESE	Total
I	I	AEC	Tamil/Hindi/French-I	TA26C101/ H A26C101/F A26C101	3	0	0	3	40	60	100
	II	AEC	English-I	EA26C101	3	0	0	3	40	60	100
	III	Core	Principles of Management	UBA26101	3	1	0	4	40	60	100
		Core	Managerial Economics	UBA26102	3	1	0	4	40	60	100
		Core	Customer Relation Management	UBA26103	3	0	0	3	40	60	100
		MDC	Multi-disciplinary course 1		3	1	0	4	40	60	100
	IV	VAC	Human Values	VAC2601	2	0	0	2	40	60	100
								23			700

SEMESTER-II

Semester	Part	Course Category	Title of the Course	Course Code	L	T	P	Credits	Marks		
									CAT	ESE	Total
II	I	AEC	Tamil/Hindi/French-II	TA26C202/H A26C202/F A26C202	3	0	0	3	40	60	100
	II	AEC	English-II	EA26C202	3	0	0	3	40	60	100
	III	Core	Legal Aspects of Business	UBA26201	3	1	0	4	40	60	100
		Core	Sales & Distribution Management	UBA26202	3	1	0	4	40	60	100
		Core	Business Communication	UBA26203	3	1	0	4	40	60	100
		MDC	Multi-disciplinary course - 2		3	1	0	4	40	60	100
	IV	VAC	Environmental Studies & Sustainability	VAC2602	2	0	0	2	40	60	100
								24			600

SEMESTER-III

Semester	Part	Course Category	Title of the Course	Course Code	L	T	P	Credits	Marks		
									CAT	ESE	Total
III	I	AEC	Tamil/Hindi/French-III	TA26C303/H A26C303/F A26C303	3	0	0	3	40	60	100
	II	AEC	English-II	EA26C303	3	0	0	3	40	60	100
	III	Core	Organizational Behavior	UBA26301	3	1	0	4	40	60	100
		Core	Financial Management	UBA26302	3	0	0	3	40	60	100
		MDC	Multidisciplinary course - 3		3	1	0	4	40	60	100
		DEC	Marketing Management	UBA26001	3	0	0	3	40	60	100
			Corporate Etiquette & Personal branding	UBA26002							
			Organizational Climate & Culture	UBA26003							
		DEC	Knowledge Management	UBA26004	3	0	0	3	40	60	100
			Talent Management	UBA26005							
			Event Management	UBA26006							
	IV	VAC	IKS	VAC2603	3	0	0	3	40	60	100
								26			800

SEMESTER-IV

Semeste	Part	Course Category	Title of the Course	Course Code	L	T	P	Credits	Marks		
									CAT	ESE	Total
IV	I	AEC	Tamil/Hindi/French-IV	TA26C404/H A26C404/F A26C404	3	0	0	3	40	60	100
	II	AEC	English-II	EA26C404	3	0	0	3	40	60	100
	III	Core	Business Research	UBA26401	3	1	0	4	40	60	100
		Core	Human Resource Management	UBA26402	3	0	0	3	40	60	100
		MDC	Multidisciplinary course - 4		3	1	0	4	40	60	100

		DEC	Service Marketing	UBA26007	3	0	0	3	40	60	100
			Documentation and Presentation Skills	UBA26008							
			Supply Chain Management	UBA26009							
	DEC		Time Management	UBA26010	3	0	0	3	40	60	100
			Performance Management	UBA26011							
			Compensation Management	UBA26012							
	IV	VAC	Ethics in AI	VAC2604	3	0	0	3	40	60	100
	V	EAA	Extra Academic Activity(NSS,NCC,YRC					0			
								26			800

SEMESTER-V

Semester	Part	Course Category	Title of the Course	Course Code	L	T	P	Credits	Marks		
									CAT	ESE	Total
V	III	Core	International Business	UBA26501	3	1	0	4	40	60	100
		Core	Cost Accounting	UBA26502	3	0	0	3	40	60	100
		Core	Production and Material Management	UBA26503	3	0	0	3	40	60	100
		DEC	Fundamentals of Logistics Management	UBA26013	3	0	0	3	40	60	100
			Strategic Management	UBA26014							
			Consumer Psychology	UBA26015							
		SEC	Entrepreneurial Development	UBA26S01	3	0	0	3	40	60	100
			Digital Marketing	UBA26S02	3	0	0	3	40	60	100
	IV	EE	Internship	UBA26EE01	2	0	0	2	*	*	100
								21			800

SEMESTER-VI

Semester	Part	Course Category	Title of the Course	Course Code	L	T	P	Credits	Marks		
									CAT	ESE	Total
VI	III	Core	Business Taxation	UBA26601	3	0	0	3	40	60	100
		Core	Security Analysis & Portfolio Management	UBA26602	3	0	0	3	40	60	100
		Core	Project	UBA26603	4	0	0	4	40	60	100
		DEC	Management Information System	UBA26016	3	0	0	3	40	60	100
			Financial Services	UBA26017	3	0	0				
			Total Quality Management	UBA26018	3	0	0				
		SEC	E-Commerce	UBA26S03	3	0	0	3	40	60	100
			IT Skills for Manager	UBA26S04	3	0	0	3	40	60	100
	IV	VAC	Gender Studies	VAC2605	2	0	0	2	40	60	100
								21			800

Semester-wise Categorization of Courses

COURSE CATEGORY	Semester						No of Courses	Total Credits
	I	II	III	IV	V	VI		
Ability Enhancement Course (Core Language Foundation)	6	6	6	6	-	-	8	24
MSC-Core Courses	9	9	6	7	9	10	16	50
MDC–Multi Disciplinary Course	3	3	3	4	-	-	4	13
DEC–Disciplinary Elective Course	-	-	6	6	3	3	6	18
SEC–Skill Enhancement Course	-	-	-	-	6	6	4	12
VAC – Value Added course	2	2	3	3	-	2	5	12
EE–Experiential Elective	-	-	-	-	2	-	1	2
EAA–Extra Academic Activity	-	-	-	-	-	-	-	-
Total Courses Per Semester	7	7	8	8	7	7	44(Courses)	
Total Credits	23	23	26	26	21	21	141(Credits)	

MDC OFFERED TO OTHER DEPARTMENT

Business Organization And Management	UBA26901
Entrepreneurship And Start-up Management	UBA26902
Fundamentals Of Marketing & Digital Branding	UBA26903
Design Thinking & The Business Model Canvas	UBA26904

Sem	Course Code	Credits	Title of the Course	Course Category	L	T	P
I	UBA26101	4	PRINCIPLES OF MANAGEMENT	CORE	3	1	0
Pre-Requisite: Basic understanding of business and organizational concepts. No prior study of management is required.							
Co-Requisite: Business Communication and Organizational Behaviour							
Progressive Course: Provides the foundation for Human Resource Management							
Course Objectives:							
1. To understand the fundamental concepts, principles, and functions of management.							
2. To develop knowledge of planning, organizing, staffing, directing, and controlling functions in organizations.							
3. To analyze managerial decision-making processes and apply management theories to business situations.							
4. To enhance leadership, communication, and teamwork skills required for effective management.							
5. To enable students to understand the application of modern management approaches and practices in real-world organizations for effective problem-solving and decision-making.							
Course Outcomes:							
CO1: Explain the basic concepts, principles, and functions of management.(K2)							
CO2: Apply planning and decision-making techniques to organizational problems.(K3)							
CO3: Analyze organizational structures and staffing practices for effective resource utilization.(K4)							
CO4: Demonstrate leadership, motivation, communication, and coordination skills in managerial situations.(K3)							
CO5: Evaluate control mechanisms and management practices to improve organizational performance.(K3)							
Unit-I	INTRODUCTION TO MANAGEMENT AND ORGANIZATIONS					12 Hrs.	
Meaning and Definition of Management – Nature and Scope of Management – Management as Science, Art and Profession – Manager vs Entrepreneur – Levels of Management – Managerial Roles and Skills – Evolution of Management Thought – Scientific Management – Administrative Management – Human Relations Approach – Systems Approach – Contingency Approach – Types of Business Organizations – Sole Proprietorship – Partnership – Joint Stock Company – Public and Private Sector Enterprises – Organizational Culture – Organizational Environment – Current Trends and Issues in Management.							
Unit-II	PLANNING					12 Hrs.	
Meaning and Importance of Planning – Nature and Purpose of Planning – Planning Process – Types of Plans – Objectives and Management by Objectives (MBO) – Policies and Procedures – Planning Premises – Forecasting – Strategic Planning – Strategic Management Process – Decision Making – Types of Decisions – Decision-Making Process – Planning Tools and Techniques.							
Unit-III	ORGANISING					12 Hrs.	
Nature and Purpose of Organizing – Principles of Organization – Organization Structure – Departmentation – Line and Staff Authority – Delegation of Authority – Centralization and Decentralization – Span of Management – Formal and Informal Organizations.							

Unit-IV	STAFFING	12 Hrs.
Human Resource Planning – Recruitment – Selection – Training and Development – Performance Appraisal – Career Development – Promotion and Transfer – Staffing Process.		
Unit-V	DIRECTING	12 Hrs.
Meaning and Importance of Directing – Motivation – Motivation Theories – Leadership – Leadership Styles – Communication Process – Barriers to Communication – Group Dynamics – Team Building – Coordination.		

Text Book(s):

1. Principles of Management – Harold Koontz & Heinz Weihrich – McGraw Hill Education – 2020.
2. Management – Stephen P. Robbins & Mary Coulter – Pearson Education – 2021.
3. Essentials of Management – Harold Koontz & Heinz Weihrich – McGraw Hill Education – 2022.
4. Fundamentals of Management – Ricky W. Griffin – Cengage Learning – 2023.
5. Principles and Practice of Management – L. M. Prasad – Sultan Chand & Sons – 2024.

Reference Book(s):

1. Management: Tasks, Responsibilities, Practices – Peter F. Drucker – Routledge – 2021.
2. The Practice of Management – Peter F. Drucker – Harper Business – 2020.
3. Organizational Behavior – Fred Luthans – McGraw Hill Education – 2022.
4. Management Theory and Practice – Gerald A. Cole – Cengage Learning EMEA – 2021.
5. Management: A Global and Entrepreneurial Perspective – Mark V. Cannice – McGraw Hill Education – 2024.

e Resources:

1. [NPTEL – Principles of Management Courses](#) – Indian Institute of Technology (IIT) Online Learning Platform.
2. [SWAYAM](#) – Government of India MOOCs Platform.
3. [OpenStax Business and Management Resources](#) – Free Academic Learning Materials.
4. [MIT OpenCourseWare](#) – Management and Organizational Studies Resources.
5. [Harvard Business Review](#) – Articles, Case Studies and Management Insights.

Relationship Matrix for COs, POs and PSOs

Semester	Course code			Title of the course								L	T	P	Credits
I	UBA26101			PRINCIPLES OF MANAGEMENT								3	1	0	4
Course Outcomes (COs)	Programme Outcomes (POs)											Programme Specific Outcomes (PSOs)		Mean Score of COs PO3	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO 11	PO 1	PO 2		
CO1	3	2	1	1	2	1	1	1	2	2	1	3	2	1.75	
CO2	3	3	2	2	2	1	1	1	2	2	1	3	3	2	
CO3	3	2	3	2	2	1	1	1	2	2	1	3	3	2	
CO4	2	2	2	3	3	2	1	1	2	2	2	2	2	2	
CO5	3	3	2	3	3	2	1	1	2	2	2	3	3	2.25	
	2.8	2.4	2	2.2	2.4	1.4	1	1	2	2	1.4	2.8	2.6	2.8	

Sem	Course Code	Credits	Title of the Course	Course Category	L	T	P
I	UBA26102	4	MANAGERIAL ECONOMICS	CORE	3	1	0

Pre-Requisite: Basic understanding of economics and business concepts. No prior study of economics is required.

Co- Requisite: Business Mathematics and Business Statistics.

Progressive Course: Provides the foundation for advanced courses such as Business Environment, Financial Management.

Course Objectives:

1. To understand the basic concepts and principles of managerial economics.

2. To apply economic theories for managerial decision-making.

3. To study demand analysis and forecasting techniques.

4. To understand production, cost and pricing decisions.

5. To analyze market structures and business strategies.

Course Outcomes:

CO1: Explain the fundamental concepts and scope of managerial economics.(K2)

CO2: Apply demand analysis and forecasting techniques for business decisions.(K3)

CO3: Analyze production functions and cost concepts.(K3)

CO4: Understand different market structures and pricing strategies.(K2)

CO5: Apply economic principles for effective managerial decision-making.(K3)

Unit-I	INTRODUCTION TO MANAGERIAL ECONOMICS	12Hrs
Meaning, Nature and Scope of Managerial Economics – Role of Managerial Economics in Business Decisions – Basic Economic Problems – Micro and Macro Economics – Opportunity Cost Principle – Marginal Analysis.		
Unit-II	DEMAND ANALYSIS AND FORECASTING	12Hrs
Meaning and Types of Demand – Determinants of Demand – Law of Demand – Elasticity of Demand – Demand Forecasting Methods – Importance of Demand Forecasting in Business.		
Unit-III	PRODUCTION AND COST ANALYSIS	12Hrs

Production Function – Factors of Production – Law of Variable Proportions – Returns to Scale – Cost Concepts – Fixed Cost, Variable Cost, Total Cost, Average Cost and Marginal Cost.

Unit-IV	MARKET STRUCTURE AND PRICING	12Hrs
----------------	-------------------------------------	--------------

Perfect Competition – Monopoly – Monopolistic Competition – Oligopoly – Price Determination – Pricing Methods – Price Discrimination.

Unit-V	BUSINESS DECISION MAKING AND PROFIT ANALYSIS	12Hrs.
---------------	---	---------------

Profit Concepts – Break Even Analysis – Risk and Uncertainty – Capital Budgeting Basics – Economic Indicators – Application of Economics in Business Decisions.

Text Book(s):

1. Managerial Economics – H.L. Ahuja – S. Chand Publishing, New Delhi – 2022.
2. Managerial Economics: Theory and Applications – D.N. Dwivedi – Vikas Publishing House, New Delhi – 2023.
3. Managerial Economics: A Problem-Solving Approach – Dominick Salvatore – Oxford University Press – 2021.
4. Managerial Economics – P.L. Mehta – Sultan Chand & Sons, New Delhi – 2020.
5. Managerial Economics – Geetika, Piyali Ghosh & Purba Roy Choudhury – McGraw Hill Education, New Delhi – 2024.

Reference Book(s):

1. Managerial Economics – William F. Samuelson & Stephen G. Marks – Wiley Publication – 2021.
2. Managerial Economics – Craig H. Petersen, W. Cris Lewis & Sudhir K. Jain – Pearson Education – 2022.
3. Economics – Paul A. Samuelson & William D. Nordhaus – McGraw Hill Education – 2020.
4. Microeconomic Theory – A. Koutsoyiannis – Palgrave Macmillan – 2021.
5. Business Economics – K.K. Dewett & J.D. Varma – Sultan Chand & Sons – 2023.

e Resources:

1. National Digital Library of India (NDLI) – Ministry of Education, Government of India. <https://ndl.iitkgp.ac.in>
2. SWAYAM – Ministry of Education, Government of India. <https://swayam.gov.in>
3. MIT OpenCourseWare – Massachusetts Institute of Technology. <https://ocw.mit.edu>
4. Investopedia – Business and CRM Learning Resources. <https://www.investopedia.com>
5. HubSpot Academy – CRM and Customer Service Courses. <https://academy.hubspot.com>

Relationship Matrix for COs, POs and PSOs

Semester	Course code			Title of the course								L	T	P	Credits
I	UBA26102			MANAGERIAL ECONOMIC								3	1	0	4
Course Outcomes (COs)	Programme Outcomes (POs)											Programme Specific Outcomes (PSOs)		Mean Score of COs PO3	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO 11	PO 1	PO 2		
CO1	3	2	2	1	2	1	1	1	1	2	1	3	2	1.75	
CO2	3	3	2	2	2	1	1	1	2	2	2	3	3	2.08	
CO3	3	3	3	2	2	2	1	1	2	2	2	3	3	2.25	
CO4	2	3	3	2	3	2	2	1	2	2	2	3	3	2.33	
CO5	3	3	3	3	3	2	2	2	2	3	2	3	3	2.67	
	2.8	2.8	2.6	2	2.4	1.6	1.4	1.2	1.8	2.2	1.8	3	2.8	2.80	

Sem	Course Code	Credits	Title of the Course	Course Category	L	T	P
I	UBA26103	3	CUSTOMER RELATION MANAGEMENT	CORE	3	0	0
Pre-Requisite: Fundamentals of Marketing							
Co-Requisite: Sales Management							
Progressive Course: Customer Experience Management (CXM) / Strategic Customer Relationship Management							
Course objective							
1. To understand the concepts, principles, and importance of Customer Relationship Management in business.							
2. To develop knowledge of customer acquisition, retention, and loyalty strategies.							
3. To analyze the role of CRM in enhancing customer satisfaction and long-term profitability.							
4. To gain practical understanding of CRM technologies, databases, and digital customer interaction tools.							
5. To apply CRM concepts in designing effective customer-centric business strategies and improving organizational performance.							
Course Outcomes:							
CO1: Explain the concepts, objectives, and significance of Customer Relationship Management in organizations. (K2)							
CO2: Analyze customer needs, behavior, and relationship-building strategies to improve customer satisfaction and retention. (K2)							
CO3: Apply CRM tools, technologies, and customer data to support effective decision-making. (K3)							
CO4: Evaluate CRM strategies and their impact on customer loyalty, business performance, and competitive advantage. (K3)							
CO5: Design customer-centric CRM solutions and recommend best practices for managing long-term customer relationships. (K3)							
Unit-I	Introduction to Customer Relationship Management						09Hrs.
Customer Relationship Management (CRM) – Meaning, Definition and Objectives – Evolution of CRM – Transactional Marketing vs. Relationship Marketing – Customer-Centric Business Strategy – Importance and Benefits of CRM – CRM Process – Stakeholders in CRM – Role of CRM in Business Organizations.							
Unit-II	Understanding Customers						09Hrs.
Customer Information System – Customer Database – Customer Profiling – Customer Segmentation – Customer Buying Behaviour – Customer Expectations and Perceptions – Customer Satisfaction – Customer Lifetime Value (CLV) – Customer Acquisition and Retention Strategies – Building Customer Loyalty.							
Unit-III	CRM Strategies and Implementation						09Hrs.
CRM Framework – CRM Models – Relationship Marketing Strategies – Customer Acquisition – Customer Retention – Managing Customer Complaints – Customer Service Excellence – CRM Planning Process – CRM Implementation Challenges – CRM Success Factors.							
Unit-IV	CRM Technology and Applications						09 Hrs.

CRM Technologies – Operational CRM – Analytical CRM – Collaborative CRM – CRM Software and Applications – Sales Force Automation – Marketing Automation – Customer Service Automation – Call Centre Management – Social CRM – Role of Artificial Intelligence in CRM.

Unit-V	Emerging Trends in CRM	09 Hrs.
Electronic CRM (e-CRM) – Mobile CRM – Data Warehousing – Data Mining – Business Intelligence in CRM – Big Data Analytics – Cloud-Based CRM – CRM Metrics and Performance Measurement – Ethical Issues in CRM – Future Trends in Customer Relationship Management.		

Text Book(s):

1. Daniel D. Prior, Francis Buttle & Stan Maklan, Customer Relationship Management: Concepts, Applications and Technologies, 5th Edition, Routledge, 2024.
2. G. Shainesh, Jagdish N. Sheth & Varsha Jain, Customer Relationship Management in the Digital Age, Taylor & Francis, 2025.
3. Prof. (Dr.) Moloy Ghoshal, Customer Relationship Management (CRM): A Journey from Suspect to Advocate, Shashwat Publication, 2025.
4. Sabine Kirchem, Martin Stadelmann, Mario Pufahl & David Laux (Eds.), CRM Goes Digital: Design and Use of Digital Customer Interface in Marketing, Sales and Service, Springer, 2025.
5. Samit Chakravorti, Customer Relationship Management: A Global Approach, SAGE Publications, 2025.

Reference Book(s):

1. V. Kumar & Werner Reinartz, Customer Relationship Management: Concept, Strategy, and Tools, 3rd Edition, Springer, 2022 Reprint.
2. Daniel D. Prior, Francis Buttle & Stan Maklan, Customer Relationship Management: Concepts, Applications and Technologies, Routledge, 2024.
3. G. Shainesh, Jagdish N. Sheth & Varsha Jain, Customer Relationship Management in the Digital Age, Taylor & Francis, 2025.
4. Mohammed Majeed, Aryan Chaudhary & Raman Chadha (Eds.), Digital Transformation in the Customer Experience, Apple Academic Press, 2025.
5. Reena Malik, Ambuj Sharma & Prashant Chaudhary (Eds.), Augmenting Customer Retention Through Big Data Analytics, Apple Academic Press, 2024.

e Resources:

1. [Salesforce CRM Resources](#)
2. [HubSpot CRM Learning Center](#)
3. [Microsoft Dynamics 365 Documentation](#)
4. [Oracle CX Documentation](#)

Relationship Matrix for COs, POs and PSOs

Semester	Course code			Title of the course								L	T	P	Credits
I	UBA26103			CUSTOMER RELATION MANAGEMENT								3	0	0	3
Course Outcomes (COs)	Programme Outcomes (POs)											Programme Specific Outcomes (PSOs)		Mean Score of COs PO3	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO 11	PO 1	PO 2		
CO1	3	2	2	1	2	1	1	1	1	2	1	3	2	3	
CO2	3	3	2	2	2	1	1	1	2	2	2	3	3	3	
CO3	3	3	3	2	2	2	1	1	2	2	2	3	3	3	
CO4	2	3	3	2	3	2	2	1	2	2	2	3	3	2	
CO5	3	3	3	3	3	2	2	2	2	3	2	3	3	3	
	2.8	2.8	2.6	2	2.4	1.6	1.4	1.2	1.8	2.2	1.8	3	2.8	2.8	

Sem	Course Code	Credits	Title of the Course	Course Category	L	T	P
II	UBA26201	4	LEGAL ASPECTS OF BUSINESS	CORE	3	1	0

Pre-Requisite: Basic understanding of business concepts and commercial transactions. No prior knowledge of business law is required.

Co- Requisite: Business Communication and Principles of Management

Progressive Course: Provides the foundation for Company Law, Corporate Governance, Labour Laws, Taxation, Business Ethics, Corporate Compliance, and Strategic Management.

Course Objectives:

1. To provide foundational knowledge of business law and the Indian Contract Act, enabling students to understand the formation, execution, and enforcement of everyday business agreements.
2. To familiarize students with the legal framework of corporate entities, covering company formation, incorporation procedures, and foundational documents like the MoA and AoA.
3. To develop an understanding of corporate administration, focusing on share capital, the roles and duties of directors, and the legal mechanisms of corporate decision-making.
4. To inculcate awareness of corporate governance, business ethics, and Corporate Social Responsibility (CSR), preparing students to understand the ethical and regulatory expectations of the modern business environment.

Course Outcomes:

CO1: Understand the fundamental concepts of business law, the Indian Contract Act, and the essential elements required for the formation, execution, and enforcement of business contracts. (K3)

CO2: Analyze the principles of valid contracts, breach of contracts, remedies, and special business relationships such as agency, bailment, and pledge.(K2)

CO3: Explain the concepts of company formation, types of companies, legal structure, and important documents involved in establishing a business entity. (K3)

CO4: Develop an understanding of corporate administration, including share capital, roles and responsibilities of directors, corporate meetings, and decision-making processes. (K3)

CO5: Recognize the importance of corporate governance, business ethics, Corporate Social Responsibility (CSR), consumer protection, and modern regulatory frameworks for responsible business practices.(K2)

Unit-I	FOUNDATIONS OF BUSINESS LAW AND BASICS OF CONTRACTS	12Hrs.
---------------	--	---------------

Introduction to Business Law – Meaning, Nature and Scope of Business Law – Importance of Law for Business Managers – Sources of Business Law – Indian Contract Act, 1872 – Meaning and Definition of Contract – Essentials of a Valid Contract – Formation of Contract – Offer and Acceptance – Communication and Revocation of Offer and Acceptance – Capacity of Parties – Minor, Person of Unsound Mind and Disqualified Persons – Practical Applications of Contracts in Business Transactions.

Unit-II	VALID CONTRACTS AND SPECIAL BUSINESS RELATIONSHIPS	12Hrs.
Essentials of Valid Contract – Consideration and Its Importance – Free Consent – Coercion, Undue Influence, Fraud and Misrepresentation – Legality of Object and Consideration – Void and Voidable Agreements – Discharge of Contract – Performance, Mutual Agreement and Breach of Contract – Remedies for Breach of Contract – Special Contracts – Law of Agency – Creation of Agency – Rights and Duties of Agent and Principal – Introduction to Bailment and Pledge.		
Unit-III	COMPANY LAW – FORMATION AND STRUCTURE OF BUSINESS ENTITY	12Hr
Introduction to Company Law – Meaning, Definition and Features of Company – Separate Legal Entity – Limited Liability Concept – Types of Companies – Private Company, Public Company, One Person Company and Government Company – Formation of Company – Promotion and Incorporation of Company – Certificate of Incorporation – Certificate of Commencement of Business – Memorandum of Association (MoA) – Articles of Association (AoA) – Difference between MoA and AoA – Prospectus and Raising of Company Capital.		
Unit-IV	CORPORATE MANAGEMENT AND ADMINISTRATION	12Hrs.
Corporate Management Structure – Shareholders and Directors – Difference between Owners and Managers – Share Capital – Meaning and Types of Shares – Equity Shares and Preference Shares – Debentures – Share Certificate – Directors – Appointment and Qualification of Directors – Duties and Responsibilities of Directors – Independent Directors – Corporate Meetings – Board Meetings and General Meetings – Annual General Meeting (AGM) and Extraordinary General Meeting (EGM) – Quorum – Voting and Resolutions – Ordinary and Special Resolutions.		
Unit-V	CORPORATE GOVERNANCE, ETHICS AND MODERN BUSINESS FRAMEWORKS	12Hr
Corporate Governance – Meaning, Definition and Importance – Principles of Good Corporate Governance – Transparency and Accountability – Business Ethics – Meaning and Importance – Difference between Business Ethics and Law – Corporate Social Responsibility (CSR) – Meaning and Importance – CSR Activities – Companies Act CSR Requirements – Consumer Protection – Meaning and Importance – Consumer Rights and Unfair Trade Practices – Introduction to Insolvency and Bankruptcy – Reasons for Company Failure – Basic Concept of Insolvency Resolution and Business Revival.		

Text Book(s):

1. Business Law – R.K. Bangia – Allahabad Law Agency, Faridabad – 2021.
2. Elements of Mercantile Law – N.D. Kapoor – Sultan Chand & Sons, New Delhi – 2022.
3. Company Law and Practice – G.K. Kapoor & Sanjay Dhamija – Taxmann Publications Pvt. Ltd., New Delhi – 2024.
4. Business and Commercial Laws – S.S. Gulshan – Excel Books, New Delhi – 2020.
5. Business Law for Management – K.R. Bulchandani – Himalaya Publishing House, Mumbai – 2023.

Reference Book(s):

1. Business Law – N.D. Kapoor – Sultan Chand & Sons, New Delhi – 2021.
2. Mercantile Law – M.C. Kuchhal – Vikas Publishing House Pvt. Ltd., New Delhi – 2022.
3. Company Law – P.P.S. Gogna – Sultan Chand & Sons, New Delhi – 2023.
4. Business and Corporate Law – R.S.N. Pillai & Bagavathi – S. Chand Publishing, New Delhi – 2024.
5. Business Law – S.S. Gulshan & G.K. Kapoor – New Age International Publishers, New Delhi – 2025.

e Resources:

1. [Ministry of Corporate Affairs \(MCA\) Official Website](#) – For Companies Act, 2013, company registration, corporate filings and legal updates.
2. [India Code – Digital Repository of Indian Laws](#) – For accessing Indian Acts, including the Indian Contract Act, 1872 and Companies Act, 2013.
3. e-Gazette of India – For official notifications, amendments and legal updates.
4. [National Judicial Data Grid \(NJDG\)](#) – For understanding court decisions and legal case information.
5. [Swayam Learning Platform](#) – Online courses related to business law, management and commerce.

Relationship Matrix for COs, POs and PSOs

Semester	Course code			Title of the course								L	T	P	Credits
II	UBA26201			LEGAL ASECTS OF BUSINESS								3	1	0	4
Course Outcomes (COs)	Programme Outcomes (POs)											Programm e Specific Outcomes (PSOs)		Mean Score of COs PO3	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO 11	PO 1	PO 2		
CO1	3	2	2	1	1	-	-	1	1	2	1	3	2	1.82	
CO2	3	2	2	2	1	-	-	1	1	2	1	3	2	1.91	
CO3	3	2	3	2	2	1	-	1	1	2	1	3	3	2.08	
CO4	3	3	3	2	2	1	1	2	2	3	2	3	3	2.42	
CO5	3	3	2	2	3	2	2	3	2	3	2	3	3	2.58	
	3	2.4	2.4	1.8	1.8	1.3	1.5	1.6	1.4	2.4	1.4	3	2.6	2.16	

Sem	Course Code	Credits	Title of the Course	Course Category	L	T	P
II	UBA26203	4	BUSINESS COMMUNICATION	CORE	3	1	0

Pre-Requisite: Basic proficiency in English language and communication skills.

Co- Requisite: Principles of Management and Legal Aspects of Business

Progressive Course: Provides the foundation for Organizational Behaviour, Human Resource Management, Leadership.

Course Objectives:

1. To provide knowledge of the fundamentals of business communication, its importance, methods, and barriers in the business environment.
2. To develop skills in preparing effective business letters, trade enquiries, sales letters, and commercial correspondence.
3. To familiarize students with banking, insurance, agency, and secretarial correspondence practices used in organizations.
4. To enhance students' professional communication skills through resume preparation, interview techniques, and digital profile management.

Course Outcomes:

CO1: Understand the basic concepts, principles, and importance of business communication along with modern communication methods and barriers.(K2)

CO2: Develop skills in preparing various business letters, trade enquiries, sales letters, complaints, and other commercial correspondence. (K3)

CO3: Apply knowledge of banking, insurance, agency, and secretarial correspondence in professional business situations. (K3)

CO4: Prepare effective reports, agendas, minutes, application letters, and resumes for organizational communication. (K3)

CO5: Demonstrate professional interview skills, communication techniques, and digital profile management for career development. (K3)

Unit-I	INTRODUCTION TO BUSINESS COMMUNICATION.	12Hrs.
---------------	--	---------------

Definition and Meaning of Communication – Importance of Effective Communication – Modern Communication Methods – Barriers to Communication – E-Communication – Business Letters: Need, Functions and Essentials of Effective Business Letters – Layout of Business Letters.

Unit-II	TRADE ENQUIRIES.	12Hrs.
----------------	-------------------------	---------------

Trade Enquiries – Orders and their Execution – Credit and Status Enquiries – Complaints and Adjustments – Collection Letters – Sales Letters – Circular Letters.

Unit-III	BANKING AND INSURANCE CORRESPONDENCE	12Hrs.
-----------------	---	---------------

Banking Correspondence – Types, Structure and Elements of Good Banking Correspondence – Insurance: Meaning and Types – Insurance Correspondence – Difference between Life and General Insurance – Fire Insurance: Meaning and Kinds – Marine Insurance Correspondence – Agency Correspondence: Introduction, Kinds, Stages and Terms of Agency Correspondence.

Unit-IV	SECRETARIAL CORRESPONDENCE.	12Hrs.
----------------	------------------------------------	---------------

Company Secretarial Correspondence – Introduction and Duties of Secretary – Classification of Secretarial Correspondence – Specimen Letters – Agenda and Minutes – Report Writing: Introduction, Types and Preparation of Reports.

Unit-V	INTERVIEW PREPARATION	12Hrs.
---------------	------------------------------	---------------

Application Letters – Preparation of Resume – Interview: Meaning, Objectives and Techniques of Various Types of Interviews – Creating and Maintaining Digital Profile.

Text Book(s):

1. Business Communication – Rajendra Pal & H.S. Korlahalli – Sultan Chand & Sons, New Delhi – 2021.
2. Essentials of Business Communication – Raj Kumar – Sahitya Bhawan Publications, Agra – 2022.
3. Business Communication – V.K. Jain & Om Prakash Biyani – Sahitya Bhawan Publications, Agra – 2023.
4. Effective Business Communication – Asha Kaul – PHI Learning Pvt. Ltd., New Delhi – 2024.
5. Business Communication: Principles, Methods and Techniques – Nirmal Singh – Deep & Deep Publications, New Delhi – 2025.

Reference Book(s):

1. Business Communication Today – Courtland L. Bovee & John V. Thill – Pearson Education – 2021.
2. Communicating in Business – Mary Guffey & Dana Loewy – Cengage Learning – 2022.
3. Business Communication: Building Critical Skills – Kitty O. Locker & Stephen Kyo Kaczmarek – McGraw Hill Education – 2023.
4. Advanced Business Communication – U.S. Rai & S.M. Rai – Himalaya Publishing House, Mumbai – 2024.
5. Business Communication and Personality Development – K. Alex – S. Chand Publishing, New Delhi – 2025.

e Resources:

1. [SWAYAM Online Learning Platform](#) – Online courses on business communication and professional skills.
2. [National Digital Library of India \(NDLI\)](#) – Digital resources, books, journals, and learning materials.
3. [Coursera Online Learning Platform](#) – Courses on communication skills, business writing, and career development.
4. [edX Online Learning Platform](#) – Professional communication and management skill

Relationship Matrix for COs, POs and PSOs

Semester	Course code			Title of the course								L	T	P	Credits
II	UBA26203			BUSINESS COMMUNICATION								3	1	0	4
Course Outcomes (COs)	Programme Outcomes (POs)											Programme Specific Outcomes (PSOs)		Mean Score of COs PO3	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO 11	PO 1	PO 2		
CO1	3	2	2	1	2	-	-	2	2	3	2	3	2	2.18	
CO2	3	2	3	2	2	1	-	2	2	3	2	3	2	2.27	
CO3	3	2	3	2	3	1	1	2	2	3	2	3	3	2.42	
CO4	3	3	3	2	3	2	1	2	3	3	2	3	3	2.58	
CO5	3	3	3	3	3	2	2	3	3	3	3	3	3	2.83	
	3	2.4	2.8	2	2.6	1.5	1.3	2.2	2.4	3	2.2	3	2.8	2.6	

Sem	Course Code	Credits	Title of the Course	Course Category	L	T	P
I	UBA26901	3	BUSINESS ORGANIZATION AND MANAGEMENT	MDC	3	0	0
Pre-Requisite: NILL							
Co-Requisite: NILL							
Progressive Course: NILL							
Course Objectives:							
1.To understand the nature and scope of business activities							
2.To understand the various forms of business organization							
3.To identify the concepts and procedures to start a new business unit							
4.To know about the management concepts and process							
5.To identify the planning process and the concept of decision making							
Course Outcomes:							
CO1: Understand the nature and scope of business activities(K2)							
CO2: Understand the various forms of business organization(K3)							
CO3: Identify the concepts procedures to start a new business unit(K3)							
CO4: Know about the management concepts and process(K3)							
CO5: Identify the planning process and the concept of decision making(k4)							
Unit-I	INTRODUCTION						09Hrs
Meaning and definition of business essentials & scope of business Classification of Business Activities-Meaning-Definition-Characteristics and objectives of Business Organisation-Evolution of Business Organisation - Modern Business- Business &Profession.							
Unit-II	FORMS OF BUSINESS ORGANIZATION						09Hrs.

Introduction - Sole Proprietorship-advantages and disadvantages – Partnership- advantages and disadvantages -Joint Stock Companies - advantages and disadvantages and Co-operative.

Unit-III	BUSINESS UNIT	09Hrs.
-----------------	----------------------	---------------

Business Unit- Establishing a new business unit- Meaning of Promotion-Features for business- Plant location- Plant Layout & size of business unit

Unit-IV	MANAGEMENT	09Hrs.
----------------	-------------------	---------------

Meaning- definition – functions of management- Management Vs administration – Management is art or science – evolution of management – Management theories.

Unit-V	PLANNING	09Hrs.
---------------	-----------------	---------------

Nature and purpose of planning -Planning process -Types of plans –Objectives -Managing by objective (MBO) Strategies -Types of strategies –Policies. Decision Making -Types of decision -Decision Making Process -Rational Decision Making

Text Book(s):

1. Y.K. Bhushan —Fundamentals of Business Organisation|| sultan chand publication
2. C.B. Gupta, *Business Organization and Management*, Sultan Chand & Sons, Latest Edition.
3. P.C. Tulsian & Vishal Pandey, *Business Organization and Management*, Pearson Education, Latest Edition

Reference Book(s):

1. Stephen P. Robbins and Mary Coulter, 'Management', Prentice Hall of India.
2. B.P. Singh and A.K.Singh, Essentials of Management, Excel Books. C.B. Gupta, *Business*
3. Koontz, H., Weihrich, H., & Cannice, M., *Essentials of Management: An International Perspective*, McGraw-Hill Education.
4. Stephen P. Robbins & Mary Coulter, *Management*, Pearson Education.
5. L.M. Prasad, *Principles and Practice of Management*, Sultan Chand & Sons.

e Resources:

1. **SWAYAM** – <https://swayam.gov.in> (Online courses on Business and Management)
2. **NPTEL** – <https://nptel.ac.in> (Management and Commerce video lectures)
3. **e-PG Pathshala** – <https://epgp.inflibnet.ac.in> (UGC e-learning resources)
4. **National Digital Library of India (NDLI)** – <https://ndl.iitkgp.ac.in> (Digital books and learning materials)

Relationship Matrix for COs, POs and PSOs

Semester	Course code			Title of the course								L	T	P	Credits
I	UBA26901			BUSINESS ORGANIZATION AND MANAGEMENT								3	0	0	3
Course Outcomes (COs)	Programme Outcomes (POs)											Programme Specific Outcomes (PSOs)		Mean Score of COs PO3	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO 11	PO 1	PO 2		
CO1	3	2	2	1	2	-	-	2	2	3	2	3	2	2.18	
CO2	3	2	3	2	2	1	-	2	2	3	2	3	2	2.27	
CO3	3	2	3	2	3	1	1	2	2	3	2	3	3	2.42	
CO4	3	3	3	2	3	2	1	2	3	3	3	3	3	2.58	
CO5	3	3	3	3	3	2	2	3	3	3	3	3	3	2.83	
	2.8	2.4	2	2.2	2.4	1.4	1	1	2	2	1.4	2.8	2.6	2.8	

Sem	Course Code	Credits	Title of the Course	Course Category	L	T	P
II	UBA26902	3	ENTREPRENEURSHIP AND STARTUP MANAGEMENT	MDC	3	0	0

Pre-Requisite: NILL

Co-Requisite: NILL

Progressive Course: NILL

Course Objectives:

1. To understand the concepts, characteristics, and significance of entrepreneurship in economic development
2. To identify and evaluate entrepreneurial opportunities and develop innovative business ideas.
3. To acquire knowledge about startup formation, business planning, and sources of startup financing.
4. To understand startup operations, growth strategies, and management practices for sustainable business success.
5. To analyse innovation, sustainability, government support schemes, and future trends in entrepreneurship and startups.

Course Outcomes:

CO1: Explain the concepts, characteristics, and importance of entrepreneurship and startups in economic development.(K2)

CO2: Identify business opportunities and evaluate the feasibility of entrepreneurial ventures.(K3)

CO3: Develop business models and prepare comprehensive business plans for startup enterprises.(K3)

CO4: Apply startup management principles related to finance, marketing, operations, and human resources.(K4)

CO5: Analyze funding options, growth strategies, and challenges involved in establishing and scaling startups.(K3)

Unit-I | **INTRODUCTION TO ENTREPRENEURSHIP** | **09Hrs.**

Concept of Entrepreneurship - Importance of Entrepreneurship - Characteristics of an Entrepreneur - Functions of an Entrepreneur - Types of Entrepreneurs - Entrepreneurship vs. Management - Role of Entrepreneurship in Economic Development - Entrepreneurial Competencies and Skills - Women Entrepreneurship - Social Entrepreneurship

Unit-II | **ENTREPRENEURIAL OPPORTUNITIES AND BUSINESS IDEAS** | **09Hrs.**

Business Opportunity Identification - Idea Generation Techniques - Environmental Scanning - Market Assessment - Feasibility Analysis - Innovation and Creativity - Business Model Development - Opportunity Evaluation - Selection of Business Opportunities

Unit-III | **STARTUP FORMATION AND BUSINESS PLANNING** | **09Hrs.**

Startup Ecosystem - Steps in Launching a Startup - Business Plan Preparation - Forms of Business Ownership - Registration and Licensing Procedures - Sources of Startup Finance - Angel Investors - Venture Capital – Crowdfunding

Unit-IV	STARTUP OPERATIONS AND GROWTH MANAGEMENT	09Hrs.
Marketing Strategies for Startups - Financial Planning and Budgeting - Human Resource Management - Operations Management - Supply Chain Management - Technology and Digital Transformation - Growth and Scaling Strategies - Risk Management		
Unit-V	INNOVATION, SUSTAINABILITY AND ENTREPRENEURIAL SUCCESS	09Hrs.
Innovation Management - Intellectual Property Rights (IPR) - Patents - Copyrights - Trademarks - Government Support Schemes for Startups - Sustainable Entrepreneurship - Challenges Faced by Startups - Success Stories of Entrepreneurs - Future Trends in Entrepreneurship and Startups		

Text Book(s):

1. **Hisrich, Robert D., Peters, Michael P., & Shepherd, Dean A.**
Entrepreneurship, **12th Edition**, McGraw-Hill, **2024**.
2. **Barringer, Bruce R. & Ireland, R. Duane**
Entrepreneurship: Successfully Launching New Ventures, **7th Edition**, Pearson, **2024**.
3. **Neck, Heidi M., Neck, Christopher P., & Murray, Emma L.**
Entrepreneurship: The Practice and Mindset, **3rd Edition**, Sage Publications, **2024**.
4. **Fritsch, Michael, Menter, Matthias & Wyrwich, Michael**
Entrepreneurship: Theorie, Empirie, Politik, Springer, **2024**.
5. **Barringer, Bruce R. & Ireland, R. Duane**
Entrepreneurship: Successfully Launching New Ventures (Global Edition), Pearson, **2025**.

Reference Book(s):

1. **Kuratko, Donald F.**
Entrepreneurship: Theory, Process and Practice, Cengage Learning, **2021 Edition**.
2. **Ries, Eric**
The Lean Startup (Latest Reprint Edition), Crown Business, **2021**.
3. **Balderson, Wesley, Mombourquette, Peter & Farley, Penny**
Canadian Entrepreneurship and Small Business Management, **12th Edition**, McGraw-Hill, **2024**.
4. **Drucker, Peter F.**
Innovation and Entrepreneurship (Recent Reprint Edition), Harper Business, **2021 Reprint**.
5. **Blank, Steve & Dorf, Bob**
The Startup Owner's Manual (Updated Edition), K&S Ranch, **2020**.

e Resources:

1. [Startup India Learning Program](#)
2. [NPTEL Entrepreneurship Courses](#)
3. [SWAYAM Online Learning Platform](#)
4. [MSME Ministry Portal](#)
5. [Invest India Startup Resources](#)

Relationship Matrix for COs, POs and PSOs

Semester	Course code			Title of the course								L	T	P	Credits
II	UBA26902			ENTREPRENUERSHIP AND STARTUP MANAGEMENT								3	0	0	3
Course Outcomes (COs)	Programme Outcomes (POs)											Programme Specific Outcomes (PSOs)		Mean Score of COs PO3	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO 11	PO 1	PO 2		
CO1	3	2	1	-	-	2	-	-	-	1	1	3	2	1.75	
CO2	3	3	2	2	1	-	-	-	-	-	1	3	3	2.13	
CO3	3	2	3	2	2	-	-	-	-	-	2	3	3	2.25	
CO4	2	3	3	3	3	1	-	-	1	-	2	3	3	2.45	
CO5	3	2	1	-	-	2	-	-	-	1	2P	3	2	1.75	
	2.8	2.4	2	2.2	2.4	1.4	-	-	2	2	1.4	2.8	2.6	2.8	

Sem	Course Code	Credits	Title of the Course	Course Category	L	T	P
III	UBA26903	3	FUNDAMENTALS OF MARKETING & DIGITAL BRANDING	MDC	3	0	0
Pre-Requisite: NILL							
Co-Requisite: NILL							
Progressive Course: NILL							
Course Objectives:							
1. To provide an understanding of the basic concepts, principles, and functions of marketing.							
2. To familiarize students with consumer behavior and market segmentation strategies.							
3. To develop knowledge of branding and brand management concepts.							
4. To introduce digital marketing platforms, tools, and branding techniques.							
5. To equip students with skills to evaluate digital branding strategies and emerging marketing trends.							
Course Outcomes:							
CO1: Understand the basic concepts, principles, and functions of marketing and explain the role of marketing in business organizations.(K2)							
CO2: Analyze consumer behavior, market segmentation, targeting, and positioning strategies in a competitive environment.(K2)							
CO3: Apply marketing mix strategies (Product, Price, Place, Promotion) to develop effective marketing plans.(K3)							
CO4: Examine the concepts of digital marketing, including SEO, social media marketing, email marketing, and online advertising tools.(K3)							
CO5: Develop and evaluate digital branding strategies to build and manage strong brand identity in online platforms.(K4)							
Unit-I	INTRODUCTION TO MARKETING						09Hrs.
Meaning and Definition of Marketing – Evolution of Marketing – Importance of Marketing – Marketing Concepts – Functions of Marketing – Marketing Environment – Marketing Mix (4Ps) – Contemporary Marketing Trends – Ethics in Marketing.							
Unit-II	CONSUMER BEHAVIOUR AND MARKET SEGMENTATION						09Hrs.
Consumer Behaviour – Factors Influencing Consumer Behaviour – Buying Decision Process – Market Segmentation – Bases of Segmentation – Target Marketing – Market Positioning – Customer Relationship Management (CRM).							

Unit-III	BRANDING AND BRAND MANAGEMENT	09Hrs.
Concept of Branding – Importance of Branding – Brand Identity – Brand Equity – Brand Positioning – Brand Loyalty – Brand Architecture – Brand Communication Strategies – Personal Branding.		
Unit-IV	DIGITAL MARKETING AND DIGITAL BRANDING	09Hrs.
Introduction to Digital Marketing – Digital Marketing Channels – Website Marketing – Search Engine Optimization (SEO) – Search Engine Marketing (SEM) – Social Media Marketing – Email Marketing – Content Marketing – Influencer Marketing – Online Reputation Management.		
Unit-V	EMERGING TRENDS IN DIGITAL BRANDING	09Hrs.
Marketing Analytics – Web Analytics – Artificial Intelligence in Marketing – Mobile Marketing – Video Marketing – E-commerce Branding – Customer Engagement Strategies – Digital Branding Metrics – Future Trends in Marketing and Digital Branding.		

Text Book(s):

- Kotler, Philip, Armstrong, Gary & Opresnik, Marc Oliver, Principles of Marketing, 19th Edition, Pearson Education, 2023.
- Kotler, Philip, Kartajaya, Hermawan & Setiawan, Iwan, Marketing 5.0: Technology for Humanity, Wiley India, 2021.
- Chaffey, Dave & Ellis-Chadwick, Fiona, Digital Marketing: Strategy, Implementation and Practice, 9th Edition, Pearson, 2022.
- Kingsnorth, Simon, Digital Marketing Strategy, 3rd Edition, Kogan Page, 2022.
- Ryan, Damian, Understanding Digital Marketing, 5th Edition, Kogan Page, 2024.

Reference Book(s):

- Keller, Kevin Lane, Strategic Brand Management, 5th Edition, Pearson, 2020.
- Aaker, David A., Aaker on Branding: 20 Principles That Drive Success, Morgan James Publishing, 2020.
- Tuten, Tracy L., Social Media Marketing, 5th Edition, Sage Publications, 2024.
- Stokes, Rob, eMarketing: The Essential Guide to Digital Marketing, 2021.
- Chaffey, Dave, Digital Business and E-Commerce Management, Pearson, 2022.

e Resources:

- [Google Digital Garage](#)
- [HubSpot Academy](#)
- [Meta Blueprint](#)
- [SWAYAM](#)
- [NPTEL Marketing Courses](#)

Relationship Matrix for COs, POs and PSOs

Semester	Course code			Title of the course								L	T	P	Credits
III	UBA26903			FUNDAMENTALS OF MARKETING & DIGITAL BRANDING								3	0	0	3
Course Outcomes (COs)	Programme Outcomes (POs)											Programme Specific Outcomes (PSOs)		Mean Score of COs PO3	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO 11	PO 1	PO 2		
CO1	3	2	1	-	-	2	-	-	-	1	-	3	2	1.75	
CO2	3	3	2	2	1	-	-	-	-	-	1	3	3	2.13	
CO3	3	2	3	2	2	-	-	-	-	-	2	3	3	2.25	
CO4	2	3	3	3	3	1	-	-	1	-	3	3	3	2.45	
CO5	3	2	1	-	-	2	-	-	-	1	-	3	2	1.75	
	2.8	2.4	2	2.2	2.4	1.4	1	1	2	2	1.4	2.8	2.6	2.8	

Sem	Course Code	Credits	Title of the Course	Course Category	L	T	P
IV	UBA26904	3	DESIGN THINKING & THE BUSINESS MODEL CANVAS	MDC	3	0	0
Pre-Requisite: NILL							
Co-Requisite: NILL							
Progressive Course: NILL							
Course Objectives:							
1. To understand the principles, process, and applications of Design Thinking in problem-solving and innovation.							
2. To develop empathy-based approaches for identifying customer needs and generating creative solutions.							
3. To equip students with ideation, prototyping, and testing techniques for innovation.							
4. To provide knowledge of the Business Model Canvas and its application in startup and business development.							
5. To enable students to design, evaluate, and improve business models for sustainable growth and value creation.							
Course Outcomes:							
CO1: Understand the fundamental concepts of design thinking, its phases, and its importance in solving complex business and real-world problems.(K2)							
CO2: Identify user needs and problems through empathy mapping, stakeholder analysis, and user research techniques.(K3)							
CO3: Apply ideation techniques such as brainstorming, SCAMPER, and mind mapping to generate innovative solutions.(K3)							
CO4: Develop and prototype solutions using design thinking tools and validate ideas through iterative testing and feedback.(K3)							
CO5: Construct and analyze a Business Model Canvas (BMC) to design, evaluate, and communicate viable business models for innovative ideas.(K3)							
Unit-I	INTRODUCTION TO DESIGN THINKING						09Hrs.
Meaning and Definition of Design Thinking – Evolution and Importance of Design Thinking – Human-Centered Innovation – Principles of Design Thinking – Design Thinking Process – Empathy, Creativity and Innovation – Design Thinking in Business and Entrepreneurship – Applications of Design Thinking.							
Unit-II	EMPATHY AND PROBLEM IDENTIFICATION						09Hrs.
Understanding Customer Needs – Empathy Mapping – Customer Journey Mapping – Stakeholder Analysis – Observation Techniques – User Research Methods – Problem Identification – Defining Problem Statements – Design Challenges – Opportunity Recognition.							
Unit-III	IDEATION, PROTOTYPING AND TESTING						09Hrs.

dea Generation Techniques – Brainstorming – Mind Mapping – SCAMPER Technique – Lateral Thinking – Concept Development – Prototyping Methods – Low-Fidelity and High-Fidelity Prototypes – User Testing – Feedback Analysis – Iterative Improvement.

Unit-IV	BUSINESS MODEL CANVAS	09Hrs.
----------------	------------------------------	---------------

Introduction to Business Models – Business Model Innovation – Business Model Canvas (BMC) Framework – Customer Segments – Value Proposition – Channels – Customer Relationships – Revenue Streams – Key Resources – Key Activities – Key Partnerships – Cost Structure – Designing Business Models Using BMC.

Unit-V	DESIGN THINKING FOR STARTUPS AND INNOVATION	09Hrs.
---------------	--	---------------

Design Thinking for Startups – Lean Startup Approach – Minimum Viable Product (MVP) – Innovation Management – Business Model Validation – Sustainable Business Models – Digital Transformation and Innovation – Challenges in Business Model Development – Case Studies of Successful Startups – Future Trends in Design Thinking.

Text Book(s):

11. Lewrick, Michael, Link, Patrick & Leifer, Larry, *The Design Thinking Toolbox*, Wiley, 2020.
12. Osterwalder, Alexander, Pigneur, Yves, Smith, Alan & Etienne, Fred, *The Invincible Company*, Wiley, 2020.
13. Osterwalder, Alexander & Pigneur, Yves, *Business Model Generation* (Latest Reprint Edition), Wiley, 2021.
14. Ries, Eric, *The Lean Startup* (Latest Reprint Edition), Crown Business, 2021.
15. Brown, Tim, *Change by Design* (Updated Edition), Harper Business, 2023.

Reference Book(s):

1. Lewrick, Michael, Link, Patrick & Leifer, Larry, *Design Thinking for Business Growth*, Wiley, 2022.
2. Bland, David J. & Osterwalder, Alexander, *Testing Business Ideas*, Wiley, 2020.
3. Clark, Tim, Osterwalder, Alexander & Pigneur, Yves, *Business Model You*, Wiley, 2021.
4. Martin, Roger, *The Design of Business* (Recent Edition), Harvard Business Review Press, 2021.
5. Kelley, Tom & Kelley, David, *Creative Confidence* (Recent Edition), Currency Publishers, 2021.

e Resources:

1. [IDEO Design Thinking Resources](#)
2. [Strategyzer Business Model Canvas Resources](#)
3. [Coursera Design Thinking Courses](#)
4. [SWAYAM Online Courses](#)
5. [NPTEL Innovation and Entrepreneurship Courses](#)

Relationship Matrix for COs, POs and PSOs

Semester	Course code			Title of the course									L	T	P	Credits
IV	UBA26904			DESIGN THINKING & THE BUSINESS MODEL CANVAS									3	0	0	3
Course Outcomes (COs)	Programme Outcomes (POs)												Programme Specific Outcomes (PSOs)		Mean Score of COs PO3	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO 11	PO 1	PO 2			
CO1	3	2	1	-	-	2	-	-	-	1	1	3	2	1.75		
CO2	3	3	2	2	1	-	-	-	-	-	1	3	3	2.13		
CO3	3	2	3	2	2	-	-	-	-	-	2	3	3	2.25		
CO4	2	3	3	3	3	1	-	-	1	-	2	3	3	2.45		
CO5	3	3	2	2	2	2	1	1	-	1	2	3	3	2.08		
	2.8	2.4	2	2.2	2.4	1.4	1	1	2	2	1.4	2.8	2.6	2.8		

