Koneru Lakshmaiah Education Foundation
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Campus: Green Fields, Vaddeswaram - 522 302, Guntur District, Andhra Pradesh, INDIA.
Phone No. +91 8645 - 350 200; www.klef.ac.in; www.klef.edu.in; www.kluniversity.in
Admin Off: 29-36-38, Museum Road, Governorpet, Vijayawada - 520 002. Ph: +91 - 866 - 3500122, 2576129

25th July 2026

To

The Dean -Academics

K L Deemed to be University

Vaddeswaram.

Dear Sir,

Sub: Minutes of the 33rd Board of Studies Meeting-K L Business School-Department of MBA and BBA held on 23-07-2026 -Reg.

Greetings to you

The **33rd** Board of Studies meeting has been conducted in K L Business School on 23rd July 2026 through online mode from 4 pm to 5.30 pm. We are here to submit the minutes of the **33rd** Board of Studies meeting for your kind perusal.

Thanking You,

Yours sincerely

Dr. P. Venkateswara Rao
Co-Chairman BoS
K L Business School

Head
Department of BBA
K.L.Business School
Koneru Lakshmaiah Education Foundation
(Deemed to be University)

25/07/2026

Dr. S. Padma
Chairman BoS
K L Business School

Dr. PADMA
HOD-MBA, KL Business School
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KL Business School, Department of MBA and BBA
33rd Board of Studies Meeting
Held on 23rd July 2026

Members of 33rd BoS

S. No.	Name	Designation	Role in BoS
1	Dr. Satuluri Padma	Professor & HoD, MBA	Chairperson
2	Dr. P. Venkateswara Rao	Professor & HoD, BBA	Co-Chairman
3	Dr. M. Kishore Babu	Professor & Dean MHS, Director, International Relations, KLEF	Member
4	Dr. Ch. Balaji	Assistant Professor& Deputy HoD - MBA	Member
5	Dr. Pradeep Patnaik	Assistant Professor, Deputy HoD-BBA	Member
6	Dr. D. Sundari	Associate Professor & Academic Professor in charge - MBA	Member
7	Mr.V. Narendra	Assistant Professor, Prof In Charge-Academics - BBA	Member
8	Dr. V N Sailaja	Associate Professor & Associate Dean Academics	Member
8	Dr. P. Kasi V Rao	Associate Professor & Associate Dean Academics	Member
9	Dr.K.Venkateswara Kumar	Associate Professor, Group Head- Finance	Member
10	Dr. B Kishore Babu	Associate Professor, Group Head- Marketing	Member
11	Dr. K. V. Siva Prasad	Assistant Professor, RPAC Chairman	Member
12	Dr.Irrinki MohanaKrishna	Group Head- Analytics	
13	Dr.D. Prasanna Kumar	Group Head-Marketing	Member
14	Dr. V . Ajay Varshney	Professor, BBA	Member
15	Dr. M. Sreenivasa Rao	Professor, BBA	Member
16	Dr.K. Hema Divya	Associate Professor	Member
17	Dr. MVAL Narasimha Rao	Associate Professor	Member
18	Dr. A. Udaya Shankar	Associate Professor	Member
19	Dr. K Anusha	Assistant Professor	Member

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20	Dr. D. Praveena Devi	Assistant Professor, Research Coordinator	Member
21	Dr. Mazharunnisa	Associate Professor	Member
22	Dr.N. Durga Prasad	Program Coordinator- BBA-KLCOE, KLEF	Member
23	Dr.U.K Shukla	Program Coordinator- MBA-KLCOE, KLEF	Member
24	Dr.E.Vamsidhar	Professor	Member
25	Dr.Anand Bethupudi	Prof & Director, KLGBS, Hyderabad	Member
26	Dr.Poojitha	Associate Professor, KLGBS, Hyderabad	Member
27	Dr.P.Himajagathi	Associate Professor, KLGBS, Hyderabad	Member
28	Dr.NVS Rajesh	Associate Professor, KLGBS, Hyderabad	Member
29	Dr Sindhu	Professor and Principal of College of Management, JNTUH	External Member-Academics
30	Prof. Srinivas Gunta	Professor, IIM Indore	External Member-Academics
31	Mr.Karimulla S Kommuri	Assistant General Manager, Analytics Head, EMRI Green Health Services	External Member-Industry
32	Ms. Rishita Jaladi	Alumni – Entrepreneur	External Member-Alumni
33	Mr. Venkata Satya Krishna	Alumni - HR, FactSet	External Member-Alumni

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Agenda and Resolutions

With the changing needs of the industry due to fast-growing technological advancement, and by considering the stakeholders' feedback in this regard, the research heads and all faculty members of the department have proposed a revised academic curriculum which is suitable for the newly introduced trimester mode

AGENDA ITEM-1

Agenda Item Description
To review and approve the Program Structure and Course Syllabi for the **MBA** program applicable to students admitted during the academic year **2026–27**.

Annexure-1**:** Y26 MBA Academic Program Structure

Resolution: The proposal was approved by the members of the board of studies and forwarded to the Academic Council.

AGENDA ITEM-2

Agenda Item Description
Seeking Approval for BBA Y 26 Academic Program Structure

The Board of Studies deliberated on the BBA Y26 Program Structure and approved the proposal for submission to the Academic Council for its consideration and approval.

Annexure- 2: **Y 26 BBA** Program Structure

AGENDA ITEM-3

Agenda Item Description
Proposal for replacement of course "Design Thinking for Innovation" with "Macro Economics & Global Markets" for Y 25 admitted BBA students .

Based on the recommendations of the faculty members the proposal was approved by the Board members and subsequently forwarded to the Academic Council for further consideration and Approval.

Annexure 3: Syllabus of Macro Economics & Global Market's

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AGENDA ITEM -4

Agenda Item Description
Consideration of Request by Y17 BBA student Mr. Gokul Harish (ID No. 170541347) to register for 4 (Four) detained courses during the 2026–27 Odd Semester as the course duration is already completed The detained courses are: 17BB12C1 – Introduction to Financial Accounting, 17BB115 – Busines Statistics 17BB12C3 – Indian Business Environment and 17BB11C5 – Business Case Studies.

Based on the recommendations of the faculty members it was proposed to allow Ms.Gokul Harish (Id No. 170541347) to register 4 (Four) detained courses in 2026 -27 Odd semester. The Courses are 17BB12C1 (Introduction to Financial Accounting), 17BB115 (Business Statistics) , 17BB12C3 (Indian Business Environment) and 17BB11C5 (Business Case studies) to complete his BBA Degree and forwarded to Academic Council.

AGENDA ITEM-5

Agenda Item Description
Consideration of Request by Y 17 BBA student Mr.Sri Sai Charan (ID No.190541023) t register for 1(one) detained courses during the 2026–27 Odd Semester as the course duratio is already completed. The detained course is 19BB12C1- Introduction to Financial Accountin

Based on the recommendations of the faculty members it was proposed to allow Ms.Sri Sai Charan (Id No. 190541024) to register one detained course that is 19BB12C1- Introduction to Financial Accounting in 2026 -27 Odd semester to complete his BBA Degree and forwarded to Academic Council.

Recommendations of the Department Academic Committee (DAC-MBA):

- The members of the committee recommended to shift MBA program from semester model to trimester model. In this context the committee felt the need of revising syllabus of all courses to make them suitable for trimester mode and at the same time concentrating on AI including and PBL mode of learning.
- The course - Organizational Behavior & Leadership has to be moved from trimester -1 to trimester-2 and exchange it with Business Environment, Ethics & Governance.
- The title of the course "Human Capital Management and the future of work" has to be shortened as "Human Capital Management" to be more apt.

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- The committee has recommended to offer the course "Digital Transformation" as MOOC course.

Recommendations of the Department Academic Committee (DAC-BBA):

1. The proposal for the BBA Y26 Programme Academic Structure was reviewed and approved by the faculty members and is hereby forwarded to the Board of Studies (BOS) for further consideration and approval.

2. The proposal for to replace the BBA Y25 Academic Structure course "Design Thinking for Innovation" with "Macro Economics & Global Markets" was reviewed and approved by the faculty members and is hereby forwarded to the Board of Studies (BOS) for further consideration and approval.

3. Based on the recommendations of the faculty members it was proposed to allow Ms.Gokul Harish (Id No. 170541347) to register 4 detained courses in 2026 -27 Odd semester. The Courses are 17BB12C1 (Introduction to Financial Accounting), 17BB115 (Business Statistics), 17BB12C3 (Indian Business Environment) and 17BB11C5 (Business Case studies) to complete his BBA Degree and forwarded to Board of studies .

4. Based on the recommendations of the faculty members it was proposed to allow Ms.Sri Sai Charan (Id No. 190541024) to register one detained course in 2026 -27 Odd semester. The Course is 19BB12C1- Introduction to Financial Accounting to complete his BBA Degree and forwarded to Board of studies.

5. Based on the recommendations of the faculty members, the proposal to permit Mr. T. Prudhvi Pavan Kumar (ID No. 180541236) to register for 11 detained courses and 9 backlog courses in the 2026–27 Odd Semester was reviewed and subsequently rejected.

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MBA Y26 ACADEMIC CURRICULUM(PROPOSED)

Trimester-1 Courses

S. NO	COURSE CODE	COURSE TITLE	Short Form	Category	L	T	P	S	CR	CH
1	26MB5101	Financial & Management Accounting	FMAC	PCC	3	1	3	0	3.5	7
2	26MB5102	Statistics for Business Decisions	STBD	BSC	3	1	3	0	3.5	7
3	26MB5103	Managerial Economics & Market Strategy	MEMS	PCC	3	0	3	0	3	6
4	26MB5104	Business Environment, Ethics & Governance	BEEG	PCC	3	0	3	0	3	6
5	26MB5105	Managerial Communication & Executive Influence	MCEI	HAS	3	0	3	0	3	6
		Total			**15**	**2**	**15**	**0**	**16**	**32**

Trimester-2 Courses

S. NO	COURSE CODE	COURSE TITLE	Short Form	Category	L	T	P	S	CR	CH
6	26MB5206	Operations Research & Decision Science	ORDS	PCC	3	1	3	0	3.5	7
7	26MB5207	Programming for Business	PFBU	PCC	3	1	3	0	3.5	7
8	26MB5208	Organizational Behaviour & Leadership	OBLE	PCC	3	0	3	0	3	6
9	26MB5209	Marketing in the Age of AI	MAAI	PCC	3	0	3	0	3	6
10	26MB5210	Business Intelligence & Data Visualization	BIDV	PCC	2	1	3	0	3	6
		Total			**14**	**3**	**15**	**0**	**16**	**32**

Trimester-3 Courses

S. NO	COURSE CODE	COURSE TITLE	Short Form	Category	L	T	P	S	CR	CH
11	26MB5311	Corporate Finance & Capital Strategy	CFCS	PCC	3	1	3	0	3.5	7
12	26MB5312	Strategic Management	STMG	PCC	3	1	3	0	3.5	7
13	26MB5313	Operations & Supply Chain Management	OSCM	PCC	3	0	3	0	3	6
14	26MB5314	Entrepreneurship & Venture Building	EVBU	PCC	3	0	3	0	3	6
15	26MB5315	Human Capital Management	HCMF	PCC	3	0	3	0	3	6
		Total			**15**	**2**	**15**	**0**	**16**	**32**

SUMMER TERM

S. NO	COURSE CODE	COURSE TITLE	Short Form	Category	L	T	P	S	CR	CH
16	26IE50N0	Summer Internship (Industry Placement)	SINT	PRI	0	0	9	6	4	15

Trimester-4 Courses

S. NO	COURSE CODE	COURSE TITLE	Short Form	Category	L	T	P	S	CR	CH
17	26MB6116	Machine Learning for Managers	MLMG	PCC	3	1	3	0	3.5	7
18	26MB6117	Digital Transformation	DTRA	MOOC	2	1	3	0	3	6
19	26MBXXXX	Functional Elective 1.1	FEC1	FEC	3	1	3	0	3.5	7
20	26MBXXXX	Functional Elective 1.2	FEC2	FEC	3	1	3	0	3.5	7
21	26MBXXXX	Domain Elective 2.1	CEC1	CEC	3	0	3	0	3	6
22	26MBXXXX	Domain Elective 2.2	CEC2	CEC	3	0	3	0	3	6
		Total			**17**	**4**	**18**	**0**	**19.5**	**39**

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Trimester-5 Courses

S. NO	COURSE CODE	COURSE TITLE	Short Form	Category	L	T	P	S	CR	CH
23	26MB6218	Data Engineering & Cloud Platforms	DECP	PCC	2	1	3	0	3	6
24	26MB6219	Generative & Agentic AI for Managers	GAAI	PCC	2	1	3	0	3	6
25	26MBXXXX	Sector Specialization Course 1	SEC1	SEC	3	0	3	0	3	6
26	26MBXXXX	Functional Elective 1.3	FEC3	FEC	3	1	3	0	3.5	7
27	26MBXXXX	Domain Elective 2.3	CEC3	CEC	3	0	3	0	3	6
28	26MBIE01	Capstone Project - 1: Management Research Project	MRPJ	PRI	0	0	12	6	3	18
		Total			**13**	**3**	**27**	**6**	**18.5**	**49**

Trimester-6 Courses

S. NO	COURSE CODE	COURSE TITLE	Short Form	Category	L	T	P	S	CR	CH
29	26MB6320	Applied Decision Analytics	ADEC	PCC	3	1	3	0	3.5	7
30	26MBXXXX	Functional Elective 1.4	FEC4	FEC	3	1	3	0	3.5	7
31	26MBXXXX	Sector Specialization Course II	SEC2	SEC	3	0	3	0	3	6
32	26MBXXXX	Domain Elective 2.4	CE04	CEC	3	0	3	0	3	6
33	26MBIE02	Capstone Project - 2: Industry Internship	IINT	PRI	0	0	15	6	4	25
		Total			**34**	**6**	**75**	**18**	**17**	**51**
		Grand Total			**108**	**20**	**174**	**30**	**107**	**250**

Functional Professional Electives

Investment Banking & Financial Analytics(Financial Management)

S. NO	COURSE CODE	COURSE TITLE	Short Form	Category	L	T	P	S	CR	CH
1	26MB61F1	Investment Analysis & Portfolio Analytics	IAPA	FEC	3	1	3	0	3.5	7
2	26MB61F2	Advanced Corporate Valuation	ACV	FEC	3	1	3	0	3.5	7
3	26MB63F3	Financial Modelling & Investment Banking	FMIB	FEC	3	1	3	0	3.5	7
4	26MB64F4	AI Application in Financial Risk Management	AAFRM	FEC	3	1	3	0	3.5	7

Strategic Marketing & Brand Management (Marketing Management)

S. NO	COURSE CODE	COURSE TITLE	Short Form	Category	L	T	P	S	CR	CH
1	26MB61M1	Performance Marketing & Growth Analytics	PMGA	FEC	3	1	3	0	3.5	7
2	26MB61M2	AI-Driven Promotional & Distribution Mgmt	APDM	FEC	3	1	3	0	3.5	7
3	26MB63M3	Customer Insights & AI-Driven CRM	CICRM	FEC	3	1	3	0	3.5	7
4	26MB64M4	Brand Strategy & Portfolio Architecture	BSPA	FEC	3	1	3	0	3.5	7

FinTech & Digital Banking Innovation (Fintech)

S. NO	COURSE CODE	COURSE TITLE	Short Form	Category	L	T	P	S	CR	CH
1	26MB61K1	Payments & Digital Public Infrastructure	PDPI	FEC	3	1	3	0	3.5	7
2	26MB61K2	Digital Lending & Alternative Credit	DLAC	FEC	3	1	3	0	3.5	7
3	26MB63K3	Embedded Finance & WealthTech	EFWT	FEC	3	1	3	0	3.5	7
4	26MB64K4	Digital Assets & Web3 Finance	DAWF	FEC	3	1	3	0	3.5	7

Organizational Intelligence (HR Analytics)

S. NO	COURSE CODE	COURSE TITLE	Short Form	Category	L	T	P	S	CR	CH
1	26MB61H1	Workforce Analytics & Evidence-Based People Management	WAEBPM	FEC	3	1	3	0	3.5	7
2	26MB61H2	Agile People Management & Employee Experience	APMEE	FEC	3	1	3	0	3.5	7
3	26MB63H3	Global Talent Management & People Operations	GTMPO	FEC	3	1	3	0	3.5	7
4	26MB64H4	AI-Driven People Management & Workforce Risk	ADPMWR	FEC	3	1	3	0	3.5	7

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Domain Electives

Venture Building & Entrepreneurial Leadership (Entrepreneurship)

S. NO	COURSE CODE	COURSE TITLE	Short Form	Category	L	T	P	S	CR	CH
1	26MB61E1	New Venture Creation & Business Models	NVCBM	CEC	3	0	3	0	3	6
2	26MB61E2	Scaling Operations & Talent Strategy	SOTS	CEC	3	0	3	0	3	6
3	26MB63E3	Fundraising & Cap-Table Strategy	FCTS	CEC	3	0	3	0	3	6
4	26MB64E4	Product Mgmt & Agile for Founders	PMAF	CEC	3	0	3	0	3	6

Decision Intelligence & Applied AI (Business Analytics)

S. NO	COURSE CODE	COURSE TITLE	Short Form	Category	L	T	P	S	CR	CH
1	26MB61A1	Advanced Business Analytics for Managers	ABAM	CEC	3	0	3	0	3	6
2	26MB61A2	Econometric Models for Business Strategy	EMBS	CEC	3	0	3	0	3	6
3	26MB63A3	Machine Learning for Business Applications	MLBA	CEC	3	0	3	0	3	6
4	26MB64A4	Applied Deep Learning & Generative AI	ADLGA	CEC	3	0	3	0	3	6

Decision Intelligence & Applied AI (Business Analytics)

S. NO	COURSE CODE	COURSE TITLE	Short Form	Category	L	T	P	S	CR	CH
1	26MB61A1	Advanced Business Analytics for Managers	ABAM	CEC	3	0	3	0	3	6
2	26MB61A2	Econometric Models for Business Strategy	EMBS	CEC	3	0	3	0	3	6
3	26MB63A3	Machine Learning for Business Applications	MLBA	CEC	3	0	3	0	3	6
4	26MB64A4	Applied Deep Learning & Generative AI	ADLGA	CEC	3	0	3	0	3	6

Corporate Strategy, M&A

S. NO	COURSE CODE	COURSE TITLE	Short Form	Category	L	T	P	S	CR	CH
1	26MB61C1	Corp Strategy & Capital Allocation	CSCA	CEC	3	0	3	0	3	6
2	26MB61C2	M&A Strategy & Corporate Venturing	MSCV	CEC	3	0	3	0	3	6
3	26MB63C3	Corporate Innovation & Digital Transformation	CIDT	CEC	3	0	3	0	3	6
4	26MB64C4	Org Design, Change & Turnaround	ODCT	CEC	3	0	3	0	3	6

Strategy Consulting & Corporate Advisory (Consultancy)

S. NO	COURSE CODE	COURSE TITLE	Short Form	Category	L	T	P	S	CR	CH
1	26MB61P1	Structured Problem-Solving & Consulting Toolkit	SPSCT	CEC	3	0	3	0	3	6
2	26MB61P2	Market Entry & Growth Strategy	MEGS	CEC	3	0	3	0	3	6
3	26MB63P3	Operations & Digital Transformation Consulting	ODTC	CEC	3	0	3	0	3	6
4	26MB64P4	M&A Advisory & Post-Merger Integration	MAPMI	CEC	3	0	3	0	3	6

Integrated Operations & Supply Chain (Supply Chain Management)

S. NO	COURSE CODE	COURSE TITLE	Short Form	Category	L	T	P	S	CR	CH
1	26MB61S1	Material Mgmt & E-Commerce Fulfilment	MMECF	FEC	3	0	3	0	6	3
2	26MB61S2	Supply Chain Analytics & Decision Modelling	SCADM	FEC	3	0	3	0	6	3
3	26MB63S3	Lean & Six Sigma Management	LSSM	FEC	3	0	3	0	6	3
4	26MB64S4	Global Logistics & Industry 4.0 Operations	GLIO	FEC	3	0	3	0	6	3

Healthcare & Life Sciences (Healthcare Management)

S. NO	COURSE CODE	COURSE TITLE	Short Form	Category	L	T	P	S	CR	CH
1	26MB62L1	Healthcare Operations & Pharma Management	HOPM	SEC	3	0	3	0	3	6
2	26MB63L2	AI & Digital Transformation in Healthcare Services	ADTHS	SEC	3	0	3	0	3	6

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Technology, SaaS & Platform Economy

S. NO	COURSE CODE	COURSE TITLE	Short Form	Category	L	T	P	S	CR	CH
1	26MB62T1	Tech Sector Strategy & Digital Platforms	TSSDP	SEC	3	0	3	0	3	6
2	26MB63T2	AI, Cloud & Product Management in Tech Firms	ACPMT	SEC	3	0	3	0	3	6

Manufacturing, Auto & Industrials

S. NO	COURSE CODE	COURSE TITLE	Short Form	Category	L	T	P	S	CR	CH
1	26MB62U1	Auto, EV Transition & Industrials	AETI	SEC	3	0	3	0	3	6
2	26MB63U2	Defence, Industry 4.0 & Make-in-India	DIMI	SEC	3	0	3	0	3	6

Energy, Infrastructure & Sustainability

S. NO	COURSE CODE	COURSE TITLE	Short Form	Category	L	T	P	S	CR	CH
1	26MB62N1	Power, Renewables & EV Ecosystem	PREE	SEC	3	0	3	0	3	6
2	26MB63N2	Infrastructure Finance, Carbon Markets & Climate Investing	IFCCI	SEC	3	0	3	0	3	6

Education & EdTech

S. NO	COURSE CODE	COURSE TITLE	Short Form	Category	L	T	P	S	CR	CH
1	26MB62D1	Indian Higher Education & Training Markets	IHETM	SEC	3	0	3	0	3	6
2	26MB63D2	EdTech Sector — Post-Bubble Economics & Models	ESPBM	SEC	3	0	3	0	3	6

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SYLLABUS OF FIRST YEAR

TRIMESTER-1

Financial & Management Accounting

LTPS: 3-1-3-0	Cr:3.5	CH:7

Syllabus

Module 1 **Financial Statements & the Accounting Cycle**	Meaning, Objectives and Scope of Financial Accounting; accounting equation, double-entry system, and accounting cycle. Recording business transactions through journals, ledgers, and trial balance. Preparation of financial statements, including cash flow statement. Cash and accrual accounting, relationship among statements, depreciation and methods of depreciation, overview of Ind-AS and IFRS, and business decision-making applications.
Module 2 **Financial Reporting & Analysis**	Objectives and Scope of Financial Statement Analysis; analysis and interpretation of financial statements using comparative, common-size, and trend analysis. Ratio analysis covering liquidity, solvency, activity, profitability, and market value ratios. DuPont analysis, financial performance evaluation, earnings quality, financial stress detection, limitations, and business decision-making applications.
Module 3 **Cost Concepts & Costing Methods**	Meaning, Objectives and Scope of Cost Accounting; cost concepts, classification, and elements of cost. Job costing, process costing, and activity-based costing. Product cost determination, cost-based pricing, and cost analysis and control for managerial decision-making.
Module 4 **Cost-Volume-Profit & Decision Analysis**	Meaning, Objectives and Scope of Cost–Volume–Profit (CVP) Analysis; contribution margin, break-even, target profit, and margin of safety analysis. Relevant costing, make-or-buy, special order, and add-or-drop decisions. Sensitivity analysis and its applications in effective managerial decision-making.
Module 5 **Budgeting, Standard Costing & Variance Analysis**	Meaning, Objectives and Scope of Budgeting; budgetary control, master budget, functional budgets, and flexible budgets. Standard costing, material, labour, sales/price and overhead standards and variance analysis. Performance evaluation, management control systems, interpretation of variances for continuous improvement, and managerial decision-making applications.
Module 6 **Financial Reporting, Governance & Disclosure**	Objectives and Scope of Financial Reporting; annual report components, notes to accounts, Management Discussion and Analysis (MD&A), and auditor's report. Earnings management detection, corporate governance, disclosure practices, BRSR, ESG reporting, integration of financial and non-financial reporting, ethics, regulatory requirements, and business decision-making applications.

Statistics for Business Decisions

LTPS: 3-1-3-0	Cr:3.5	CH:7

Syllabus

Module	Coverage
Module 1: Descriptive Statistics & Data Visualization	Types of data and measurement scales. Measures of central tendency and dispersion. Distributions and shape. Effective visualization and the grammar of good charts. Exploratory data analysis as the first step of any analysis. Computing and interpreting summaries on real business data in Python/Excel. **Tools: Python, Excel, R and Power BI**
Module 2: Probability & Distributions	Probability fundamentals, conditional probability and Bayes' theorem in a business framing. Random variables. Key distributions — binomial, Poisson, normal — and their business applications. The central limit theorem and why it underpins inference. Quantifying risk and uncertainty. **Tools: Python, Excel, R**
Module 3: Sampling & Estimation	Sampling methods and bias. Sampling distributions. Point and interval estimation; confidence intervals and their correct interpretation. Sample-size determination for surveys and experiments. The link between sampling and the reliability of any data-driven claim. **Tools: Python, Excel, R**
Module 4: Hypothesis Testing	The logic of hypothesis testing; null and alternative hypotheses, errors and power. t-tests, chi-square and ANOVA in business contexts. p-values — what they do and do not mean. Statistical vs practical significance. Testing real business claims and avoiding common misinterpretations. **Tools: Python, Excel, R**
Module 5: Correlation & Regression	Correlation and its pitfalls (causation, confounding). Simple and multiple linear regression. Interpreting coefficients, R-squared and significance. Assumptions and diagnostics. Using regression for prediction and for explanation. The bridge to machine learning. **Tools: Python, Excel, R**
Module 6: Time Series Analysis & Index Numbers	Meaning and Components of Time Series. Variations in time series, Smoothing Methods: trend analysis, cyclical variations, seasonal variations and irregular variations. Index Numbers: Unweight and Weighted Index numbers. **Tools: Python, Excel, R**

Managerial Economics & Market Strategy

LTPS: 3-0-3-0	Cr:3	CH:6

Syllabus

Module	Coverage
Module 1:	Demand and supply as decision tools; movements vs shifts. Price, income and cross elasticities and their managerial use in pricing and revenue forecasting. Consumer choice, utility and willingness-to-pay. Demand estimation from data and its limits. Applications: setting a launch price, predicting volume response to a price change, and segment-level price sensitivity in Indian consumer markets.
Module 2:	Production functions, returns to scale, and the short-run/long-run distinction. Fixed, variable, marginal and opportunity cost; economies and diseconomies of scale and scope. Cost-based decisions: make-or-buy, capacity, and the economics of outsourcing/GCC models. Learning curves and their strategic implications for cost leadership.
Module 3:	Perfect competition, monopoly, monopolistic competition and oligopoly as managerial archetypes. Pricing power and the determinants of market structure. Barriers to entry and exit. Linking structure to competitive strategy — where pricing freedom comes from, and how structure shapes profitability. Indian sector illustrations (telecom, aviation, e-commerce).
Module 4:	Simultaneous and sequential games; dominant strategies and Nash equilibrium in business terms. Pricing wars, capacity commitments, signalling and credible threats. The prisoner's dilemma in competitive pricing and the value of cooperation/tacit coordination within legal limits. Auctions and bidding strategy. Applying game trees to a real competitive decision.
Module 5:	Key indicators (GDP, inflation, IIP, fiscal/current-account balances) and what managers read from them. Monetary policy, RBI rate actions and the transmission to business costs. Fiscal policy and the Union Budget's business impact. Exchange rates and their effect on importers, exporters and global businesses. Reading the macro cycle for investment and hiring timing. ESG/sustainability lens: how climate and social policy increasingly shape the macro environment.
Module 6:	Bringing the toolkit together: structured market analysis, demand sizing, competitive mapping and the pricing/entry recommendation. Cost-benefit and break-even reasoning for a go/no-go decision. Translating economic analysis into a board-ready strategic recommendation with risks and sensitivities.

Business Environment, Ethics & Governance

LTPS: 3-0-3-0	Cr:3	CH:6

Syllabus

Module	Coverage
Module 1: Business Environment & Regulatory Framework	The components of the business environment (economic, political, legal, social, technological). India's regulatory architecture — the role of regulators (RBI, SEBI, CCI, sectoral regulators). How policy and regulation create both constraint and opportunity. Environmental scanning (PESTEL) as a managerial discipline for anticipating regulatory change. Cross-cuts: Strategy
Module 2: General Business Law	Essentials of the Indian Contract Act — formation, performance, breach and remedies. Company law basics — incorporation, directors' duties, types of companies. Competition law and anti-trust conduct (CCI). Consumer protection. Intellectual-property fundamentals. Reading a commercial agreement and spotting the clauses that carry risk.
Module 3: Business Ethics & Ethical Reasoning	Normative frameworks — consequentialism, deontology, virtue ethics — as practical tools for managerial dilemmas. Stakeholder theory. Conflicts of interest, whistle-blowing and organizational pressure. Building an ethical decision process. Ethics in the age of AI and data — the manager's new dilemmas around algorithmic decisions and privacy. Cross-cuts: AI
Module 4: Corporate Governance	The agency problem and why governance exists. Board structure, independent directors, committees and their duties. SEBI LODR and the Indian governance code. Shareholder vs stakeholder models. Executive compensation and accountability. Governance failures and the controls that would have prevented them. Cross-cuts: Strategy
Module 5: ESG, Sustainability & Responsible Business	The ESG framework and why capital markets now price it. BRSR (Business Responsibility and Sustainability Reporting) and India's disclosure mandate. Climate risk, carbon and the net-zero transition as business issues. Social licence and stakeholder capitalism. Greenwashing and the integrity of ESG claims. Linking ESG to strategy and long-term value. Cross-cuts: ESG · Strategy
Module 6: Integrated Cases in Governance & Ethics	Synthesising law, ethics, governance and ESG through real corporate episodes. Crisis response and reputation. Building an ethics-and-governance operating model — code of conduct, board oversight, ESG committee, grievance mechanisms. The manager's personal responsibility and career protection. Cross-cuts: ESG

Managerial Communication & Executive Influence

LTPS: 3-0-3-0	Cr:3	CH:6

Syllabus

Module	Coverage
Module 1: Communication Foundations & Audience Analysis	The communication process and barriers. Audience analysis — knowing who you are speaking to and what they need. Message structuring with the pyramid principle (top-down, MECE). Choosing the right channel. cross-cultural communication for global and GCC workplaces. The discipline of clarity.
Module 2: Business Writing	Writing with structure, concision and purpose. Emails, memos, business reports and proposals. Slide-writing and deck logic — the action-title convention used in consulting. Editing for clarity and removing clutter. writing for executives who skim. Common errors that undermine credibility.
Module 3: Oral Communication & Executive Presence	Designing and delivering presentations. Voice, body language and presence. Handling Q&A and thinking on your feet. Pitching an idea concisely. Virtual-meeting and video presence. Managing nerves and building credibility in the room.
Module 4: Negotiation & Persuasion	Principled negotiation (interests vs positions, BATNA, ZOPA). Influence and persuasion principles (Cialdini). Persuasive structuring of an argument. Ethical influence vs manipulation. Negotiation across cultures. Practising negotiation in realistic scenarios.
Module 5: Storytelling with Data	Turning analysis into a narrative a decision-maker acts on. Choosing the right chart and avoiding misleading visuals. The narrative arc of a data presentation. Integrity in data communication — not overclaiming. Building a board-ready data story from a real dataset.
Module 6: AI-Assisted Communication	Using LLM writing assistants to draft, edit, summarise and adapt tone — and where they fail. Prompting for business writing. Fact checking and the integrity risks of AI-generated content. Maintaining authentic voice. Responsible, disclosed use of AI in professional communication. AI as an amplifier of a strong communicator, not a substitute for one.

TRIMESTER-2

Operations Research & Decision Science

LTPS: 3-1-3-0	Cr:3.5	CH:7

Syllabus

Module	Coverage
Module 1: Foundations of Operations Research and Decision Science	• Introduction to Operations Research (OR) and Decision Science • Role of OR in managerial decision-making • Systems approach and model building • Types of decision environments (certainty, risk, uncertainty) • Applications of OR in business • Case studies on decision-making frameworks
Module 2: Linear Programming and Optimization Models	• Formulation of Linear Programming Problems (LPP) • Graphical Method • Simplex Method • Big-M and Two-Phase Methods • Duality Concepts • Sensitivity Analysis • Business applications of optimization models
Module 3: Transportation, Assignment, and Travelling Salesman Problems	• Transportation Problems and optimization techniques • Assignment Models • Hungarian Method • Travelling Salesman Problem (TSP) • Applications in logistics and supply chain management • Real-world routing and distribution problems
Module 4: Network Optimization, PERT and CPM	• Network Optimization Models • Shortest Path Problems • Minimum Spanning Tree • Maximum Flow Models • Program Evaluation and Review Technique (PERT) • Critical Path Method (CPM) • Project scheduling and control • Applications in project management and operations
Module 5: Simulation and Waiting Line Models	• Monte Carlo Simulation • Business simulation applications • Queueing Theory and Waiting Line Models • Single and Multi-Server Systems • Performance Measures of Queues • Applications in banking, healthcare, retail, and service operations
Module 6: Multi-Criteria Decision Making and Business Applications	• Multi-Criteria Decision Making (MCDM) • Analytic Hierarchy Process (AHP) • TOPSIS Method • Decision Trees • Decision Support Systems (DSS) • OR applications in Finance, Marketing, and Supply Chain Management

Programming for Business

LTPS: 3-1-3-0	Cr:3.5	CH:7

Syllabus

Module	Coverage
Module 1: Python Fundamentals & Control Flow	Variables, data types, operators. Lists, dictionaries and core data structures. Conditionals, loops and functions. Writing clean, readable code. Automating a simple repetitive business task. Building programming confidence from zero. Tools: Python (pandas)
Module 2: Data Wrangling with pandas & numpy	Loading data from files. Data Frames and Series. Filtering, sorting, grouping and aggregating. Handling missing data and data types. Merging and reshaping datasets. The 80% of analytics work that is data preparation. Tools: Python (pandas)
Module 3: Relational Data & SQL	Relational data modelling. SELECT, WHERE, ORDER BY, GROUP BY. Joins across tables. Aggregations and subqueries. Window functions and CTEs for analytical queries. Querying a real business database to answer questions. Tools: SQL
Module 4: Programmatic Data Analysis	Combining SQL and pandas in an analysis workflow. Exploratory analysis in code. Producing summary statistics and simple visualizations programmatically. Structuring an analysis notebook. Reproducibility and documentation. Tools: Python (pandas) · SQL
Module 5: APIs, Data Acquisition & Version Control	Consuming REST APIs and parsing JSON to acquire data. Intro to web data and ethical scraping considerations. Version control with Git — commits, branches, collaboration. Managing a small codebase. The professional data-work toolkit. Tools: Git · Python (pandas)
Module 6: End-to-End Reproducible Analysis	Bringing it together: acquire, clean, analyse and present a business question in a single reproducible notebook. Code quality and documentation. Communicating results from code. A portfolio-grade deliverable. Intro to how this workflow feeds machine learning and automation, including AI-assisted coding. Tools: Python (pandas)Cross-cuts: AI

ORGANIZATIONAL BEHAVIOUR & LEADERSHIP

LTPS: 3-0-3-0	Cr: 3	CH:6

Syllabus

Module	Coverage
Module 1:	**Foundations of Organizational Behaviour** Introduction to OB · history & evolution Personality: Big Five, MBTI, Dark Triad Perception, Attribution & Halo Effects Learning Theories: classical, operant, social Emotional Intelligence (Goleman's model) Motivation: Maslow, Herzberg, Expectancy, SDT Employee Engagement & People Analytics
Module 2:	**Groups, Teams & Collaboration** Group formation & Tuckman's model High-performing team characteristics Psychological Safety (Amy Edmondson) Team decision-making & groupthink Virtual & hybrid teams; GCC team dynamics Cross-cultural teams & Hofstede dimensions DEI in teams; inclusive collaboration
Module 3:	**Leadership: Theories & Practice** Trait theory & leadership emergence Behavioural theories: Ohio State, Michigan Situational & Contingency Leadership (Hersey-Blanchard, Fiedler) Transformational vs Transactional leadership Servant & Authentic Leadership Ethical Leadership & ESG accountability Digital Leadership & AI-era leadership Cross-cultural leadership & global competence
Module 4:	**Power, Politics, Conflict & Negotiation** Sources of power: French & Raven model Organizational politics: types & navigation Influence tactics & ethical persuasion Conflict: Thomas-Kilmann model, types Negotiation: interest-based, BATNA, ZOPA Coaching conversations & feedback (SBI, GROW)
Module 5:	**Organizational Culture & Design** Culture frameworks: Schein, CVF, Hofstede Culture formation, socialization & change Organizational structures: functional, matrix, flat Agile & learning organizations Innovation culture & employer branding DEI, well-being & inclusive culture design
Module 6:	**Leading Change & Organizational Development**

	Psychology of resistance to change Lewin's Force-Field & 3-step model Kotter's 8-step change model ADKAR model (Prosci) OD interventions: survey feedback, team building Digital transformation & Industry 5.0 change Future of Work: stakeholder management in change .

Marketing Management in the Age of AI

LTPS: 3-0-3-0	Cr:3	CH:6

Syllabus

Module	Coverage
Module 1: Marketing Fundamentals, Consumer Behaviour, and Strategic Marketing Planning	Foundations of Marketing: Evolution of marketing concepts: production, sales, market, societal, digital era. Core marketing concepts: needs, wants, demand, value proposition, customer satisfaction. Marketing environment: micro & macro factors (PESTLE). Marketing research & information systems. Segmentation, Targeting & Positioning (STP): Basis of segmentation: demographic, psychographic, behavioral, geographic. Target market evaluation and selection strategies. Positioning strategies: differentiation, perceptual mapping. Consumer behaviour - understanding factors influencing buying - Introduction to AI, Machine Learning, and Generative AI in Marketing.
Module 2: Strategic Marketing Mix	Marketing Mix (4Ps, 7Ps) -Product Strategy and Innovation, classification of products -New Product Development Process -AI in New Product Development-Product Life Cycle Management, Product Mix decisions--Pricing Objectives and Pricing Methods - Dynamic Pricing Using AI -Distribution Channel Management - Omnichannel Marketing Strategies.
Module 3: Integrated Marketing communication (IMC) and Digital Marketing	Integrated Marketing Communication (IMC) -Promotion Mix -AI-powered Promotion and Campaign Management -Digital Marketing Ecosystem and Website/Landing Page Fundamentals-SEO, Content Marketing, and Paid Search (Google Ads)-Paid Social (Meta Ads)
Module-4: Performance Marketing	Evolution of Performance Marketing-performance Marketing vs Traditional Marketing - Performance Marketing Ecosystem - Customer Journey and Marketing Funnel (AIDA, TOFU, MOFU, BOFU) - Paid, Owned and Earned Media - Digital Marketing Channels Overview- Career Opportunities in Performance Marketing

Module 5: AI-Driven Personalization and Generative Marketing	AI in Modern Marketing and Marketing Automation-Recommendation Systems, Personalization, Predictive Marketing, and Propensity Models-Generative AI for Marketing Content and Creative Design-Prompt Engineering and Conversational AI AI-powered Customer Experience-Brand Safety, Ethics, Bias, and Governance
Module 6: Marketing Analytics, Attribution, and Marketing ROI	• Marketing Analytics Fundamentals and KPIs • Marketing Dashboards (GA4 and Looker Studio) • Attribution Models and Marketing Mix Modelling (MMM) • Campaign Performance Measurement and Marketing ROI • Budget Allocation and Marketing Optimization

Business Intelligence & Data Visualization

LTPS: 2-1-3-0	Cr:3	CH:6

Syllabus

Module	Coverage
Module 1: Analytics Taxonomy & the Data Lifecycle	Descriptive, diagnostic, predictive and prescriptive analytics. The data lifecycle from source to insight. Data quality, cleaning and preparation for BI. Connecting and modelling data sources. Framing the business question a dashboard must answer. *Tools: Power BI*
Module 2: KPI & Metric Design	What makes a good metric — actionable, aligned, hard to game. Leading vs lagging indicators. Designing a KPI tree from strategy to operational metric. Vanity metrics and metric pitfalls. Aligning measurement to business strategy. *Cross-cuts: Strategy*
Module 3: Visualization Principles & Chart Selection	The grammar of graphics. Choosing the right chart for the data and message. Pre-attentive attributes, colour and layout. Avoiding chartjunk and misleading visuals. Accessibility. Designing for the decision-maker, not the analyst. *Tools: Tableau*
Module 4: Dashboard Build in Power BI / Tableau	Connecting and shaping data. Building interactive dashboards with filters, drill-downs and calculated fields (DAX basics). Layout and UX of dashboards. Performance and refresh. Building a complete, interactive business dashboard end-to-end. *Tools: Power BI · Tableau*
Module 5: Data Storytelling	Turning a dashboard into a narrative that drives action. The story arc for a data presentation. Annotating and guiding attention. Tailoring the story to the audience. Presenting insight to executives and defending it. Integrity in data communication. *Tools: Power BI*

Module 6: BI Architecture & Self-Service Analytics	How BI fits the data stack — warehouses, semantic layers, governed self-service. Self-service BI and data democratization with governance. Embedded and AI-augmented analytics (natural-language querying, AI-generated insights). Choosing a BI approach for an organization. *Tools: Power BI, Cross-cuts: AI*

TRIMESTER-3

Corporate Finance & Capital Strategy

LTPS: 3-1-3-0	Cr:3.5	CH:7

Syllabus

Module	Coverage
Module 1: Corporate Finance	Objective and Need for Corporate Finance, Time value of money, discounting and compounding; NPV, IRR, payback and profitability index; capital-budgeting pitfalls; incremental cash flows; risk in capital budgeting (Excel).
Module 2: Cost of debt, equity (CAPM) and WACC	Cost of debt, equity (CAPM) and WACC; capital-structure theory (Modigliani-Miller, trade-off, pecking order); the leverage decision and EBIT and EPS Analysis; optimal structure for Indian firms.
Module 3: Free-cash-flow forecasting	Free-cash-flow forecasting; DCF valuation and terminal value; relative valuation with trading and transaction multiples; sum-of-the-parts; sensitivity and scenario analysis.
Module 4: Working-capital management	Working-capital management and the cash-conversion cycle; short-term financing; dividend and buyback policy and its signaling; liquidity vs profitability trade-offs.
Module 5: Capital markets	Capital markets — equity and debt issuance, IPOs, the role of SEBI; fintech reshaping capital raising; digital assets and tokenization; GIFT City and cross-border finance.
Module 6: Aligning investment, financing and payout to maximize value	Aligning investment, financing and payout to maximize value; capital allocation discipline; ESG and the cost of capital; defending a capital-strategy recommendation.

Strategic Management

LTPS: 3-1-3-0	Cr:3.5	CH:7

Syllabus

Module	Coverage
Module 1: Industry & Competitive Analysis	The strategy process and levels of strategy. External analysis — Porter's Five Forces, PESTEL, industry life cycle. Internal analysis — resource-based view, VRIO, value chain, core competencies. Competitor analysis. Diagnosing where a firm stands and why some industries are more profitable than others. *Cross-cuts: Strategy*
Module 2: Business-Level Strategy & Advantage	Generic strategies — cost leadership, differentiation, focus. Building and sustaining competitive advantage. Blue-ocean and value-innovation thinking. Strategy and the activity system. Aligning the organization to the strategy. The heart of how a single business wins. *Cross-cuts: Strategy*
Module 3: Corporate Strategy, Diversification & M&A	Corporate-level strategy — scope, diversification and the parenting advantage. Vertical integration and outsourcing. Mergers, acquisitions and alliances — rationale and why most fail. Portfolio strategy. Creating value across multiple businesses. *Cross-cuts: Strategy*
Module 4: Global & International Strategy	Why and how firms internationalize. Global vs multidomestic vs transnational strategy. Entry modes. Managing across borders. The India-to-global and global-to-India strategic context. Competing in a fragmenting, geopolitically complex world. *Cross-cuts: Strategy*
Module 5: Platform, Ecosystem & AI-Era Strategy	Platform and ecosystem strategy and network effects. Strategy in winner-take-most markets. Disruption theory. Strategy in the age of AI — how AI reshapes advantage, moats and business models. Data and AI as strategic assets. The newest frontier of competitive strategy. *Cross-cuts: AI · Strategy*
Module 6: Strategy Integration, Execution & Governance	Integrating functional strategies into a coherent whole. Strategy execution — the balanced scorecard, alignment and the strategy-to-action gap. Strategic leadership and governance. Sustainability and ESG as strategy. Building and defending a board-level integrative strategic recommendation — the programme capstone. *Cross-cuts: ESG · Strategy*

Operations & Supply Chain Management

LTPS: 3-0-3-0	Cr:3	CH:6

Syllabus

Module	Coverage
Module 1: Process & Capacity Design	Process analysis, flow and bottlenecks (theory of constraints). Process mapping and Little's Law. Capacity planning and utilization. Process types and layout. Designing and improving a process for throughput and cost. The operational core that every supply chain rests on.
Module 2: Quality Management & Lean	Quality concepts and TQM. Statistical process control and capability. Lean thinking and waste elimination. Six Sigma DMAIC at an introductory level. Continuous improvement (Kaizen). Building quality and lean into operations — the toolkit behind Green Belt credentials.
Module 3: Inventory, Demand Planning & S&OP	Inventory models (EOQ, safety stock, reorder point). Demand planning and forecasting linkage. Sales & Operations Planning (S&OP) to align demand and supply. The bullwhip effect. Aggregate planning. Balancing service level and cost.
Module 4: Procurement & Logistics	Strategic sourcing and supplier management. Procurement processes and make-vs-buy. Logistics and distribution network design. Transportation and warehousing. 3PL and the logistics ecosystem. Total-cost-of-ownership thinking.
Module 5: Supply-Chain Risk, Resilience & Sustainability	Supply-chain risk identification and mitigation. Building resilience after global disruptions. Sustainable and circular supply chains. Scope-3 emissions and green logistics. Ethical sourcing. The ESG transformation of supply chains and its strategic and regulatory drivers.
Module 6: Digital & Integrated Supply Chain	Digital supply chain — visibility, control towers, analytics and AI in planning. Integrating the chain end-to-end. Supply-chain analytics for decisions. ERP and the digital backbone (SAP). Designing an integrated, digital, resilient supply-chain solution.

Entrepreneurship & Venture Building

LTPS: 3-0-3-0	Cr:3	CH:6

Syllabus

Module	Coverage
Module 1: Opportunity Discovery — Design Thinking & Lean Startup	Opportunity recognition and idea generation. The design-thinking framework: empathize → define → ideate → prototype → test. Empathy interviews, empathy mapping and persona development. Jobs-to-be-done (JTBD) framing. Ideation techniques — How-Might-We questions, Crazy 8s, SCAMPER, design sprints. The lean-startup method — build-measure-learn — and how it complements design thinking. Customer discovery and problem validation. Getting out of the building. Avoiding the build-it-and-they-will-come trap. Validating that a problem is worth solving before building anything.
Module 2: Business Model & Unit Economics	The Business Model Canvas and value-proposition design. Revenue models and pricing. Unit economics — CAC, LTV, contribution and the path to profitability. Stress-testing the business model. Designing a model that can actually make money.
Module 3: Prototyping, MVP & Product-Market Fit	The prototyping ladder — from paper sketches and storyboards through wireframes (Figma, Balsamiq) and clickable mock-ups to no-code and coded MVPs. Choosing the lightest prototype that answers the riskiest question. Building a minimum viable product (including no-code MVPs). Testing and iterating toward product-market fit. Metrics for early-stage validation. Pivoting on evidence. The discipline of learning fast and cheap. Shipping something real and testing it. The design-sprint format for compressing the prototyping cycle to a week.
Module 4: Go-to-Market & Early Growth	Go-to-market strategy for a new venture. Early customer acquisition and channels. Growth experiments and traction. Sales for founders. Building the first repeatable growth engine. From product-market fit to scalable growth.
Module 5: Funding & the Startup Ecosystem	Funding stages and instruments (bootstrapping, angels, VC, debt). The fundraising process and the cap table basics. Valuation for startups. The Indian startup ecosystem — incubators (T-Hub), investors, schemes. Family business and succession as an entrepreneurial context. Choosing the right capital.
Module 6: The Integrated Venture Plan & Pitch	Bringing it together into a fundable venture plan. The pitch deck and the art of the pitch. Telling the venture story. Responsible and sustainable entrepreneurship (impact and ESG-aware ventures). Defending the plan to investors. The capstone of the entrepreneurial journey.

Human Capital Management

LTPS: 3-0-3-0	Cr:3	CH:6

Syllabus

Module	Coverage
Module-1: Strategic HRM & Talent Management	HRM Functions, HR as a strategic partner. Aligning people strategy to business strategy. Talent acquisition, development and the talent pipeline. Workforce planning. Building organizational capability. The war for talent in the GCC and tech context.
Module 2: Rewards, Performance & Engagement	Total rewards and compensation design. Performance-management systems and their redesign. Employee engagement and experience. Motivation in practice. Pay equity and transparency. Designing rewards that drive the right behaviour.
Module 3: Labour Codes & Compliance	India's four labour codes and their managerial implications. Employment law fundamentals — contracts, working conditions, termination. Compliance and risk. POSH and workplace safety. The legal floor every manager must know.
Module 4: HR Analytics & Workforce Planning	People analytics — turning HR data into decisions. Attrition modelling, engagement analytics and workforce planning with data. HR metrics and dashboards. Evidence-based people management. The analytical turn in HR that drives the OI specialization.
Module 5: Automation, AI & the Future of Work	How automation and AI reshape jobs, skills and organizations. Workforce-transition and reskilling strategy. Skills-based organizations. The gig and hybrid workforce. Leading people through technological disruption responsibly. The social and ESG dimension of workforce change.
Module 6 Future-of-Work People Strategy	Integrating the course into a people strategy for the modern organization. Designing the employee value proposition. Diversity, equity and inclusion. Culture and hybrid work. Building a future-ready, responsible people strategy and defending it.

Head
Department of BBA
K.L.Business School
Koneru Lakshmaiah Education Foundation
(Deemed to be University)

BBA -Y -26 ACADEMIC PROGRAM COURSE STRUCTURE

FOUNDATION COURSES YEAR 1

TRI SEMESTER I COURSES

SL NO	COURSE CODE	COURSE TITLE	ACR	ATEGOR	L-T-P-S	CREDITS	ASS HOU	PRE-REQ
1	26BB1101	MICRO ECONOMICS FOR BUSINESS DECISIONS	MICR	PCC	3-0-3-0	3	6	
2	26BS1101	CALCULUS & LINEAR ALGEBRA FOR BUSINESS	CALS	BSC	2-1-3-0	3	6	
3	26BB1102	PYTHON PROGRAMMING FOR BUSINESS	PYTH	HAS	2-1-3-0	3	6	
4	26BB1103	BUSINESS COMMUNICATION : SPEAKING & WRITING	BCOM	PCC	2-1-0-0	2	3	
5	26BB1104	BUSINESS ENVIRONMENT & PERSPECTIVES OF MANAGEMENT	BEPM	PCC	2-1-0-0	2	3	

TRI SEMESTER II COURSES

6	26BB1205	ORGANISATIONAL BEHAVIOUR & PEOPLE ANALYTICS	ORGB	PCC	3-0-3-0	3	6	
7	26BB1206	FINANCIAL ACCOUNTING & CORPORATE REPORTING	FACR	PCC	2-1-3-0	3	6	
8	26BB1201	STATISTICS & PROBABILITY FOR BUSINESS	STPR	BSC	2-1-3-0	3	6	
9	26BB1207	DATA ENGINEERING: SQL, WAREHOSUING & PIPELINES	DENG	PCC	2-1-3-0	3	6	PYTHON
10	26BB1208	MARKETING MANAGEMENT	MKTS	PCC	3-0-3-0	3	6	

TRI SEMESTER III COURSES

11	26BB1309	MACRO ECONOMICS & GLOBAL MARKETS	MACR	PCC	3-0-3-0	3	6	
12	26BB1310	MANAGEMENT & COOST ACCOUTNING FOR DECISIONS	MCOA	PCC	2-1-3-0	3	6	FA
13	26BB1311	MACHINE LEARNING FOR BUSINESS ANALYTICS	MLBA	PCC	2-1-3-0	3	6	PYTHON
14	26BB1312	BUSINESS ANALYTICS ESSESNTIALS	BANA	PCC	0-0-6-0	2	6	STPR
15	26BB13P0	SUMMER INTERNSHIP - I	SIP-1	PRI	0-0-0-12	2	12	
16	26BB13S0	SECTORAL ELECTIVE - I	SECTORAL ELECTIVE	PRI	0-0-0-0	0	0	

FUNCTIONAL DEPTH COURSES YEAR II

TRI SEMESTER I COURSES

17	26BB2113	NEGOTITAION & EXECUTIVE COMMUNICATION	NEGO	HAS	2-1-0-0	2	3	
18	26BB2114	CORPORATE FINANCE	CFIN	PCC	3-0-3-0	3	6	IFA
19	26BB2115	OPERATIONS & PRODUCTION MANAGEMENT	OPER	PCC	2-1-6-0	4	9	
20	26BB2116	BUSINESS MODEL ARCHITECTURE & DESIGN THINKING	BMDT	PCC	2-1-6-0	4	9	

TRI SEMESTER II COURSES

21	26BB2217	INVESTMENT & CAPITAL MARKETS	ICAP	PCC	2-1-6-0	4	9	CFIN
22	26BB2218	CONSUMER BEHAVIOUR & BRAND STRATEGY	CBBS	PCC	3-0-3-0	3	6	MKTG
23	26BB2219	LOGISTICS & SUPPLY CHAIN MANAGEMENT	LSCM	PCC	3-0-3-0	3	6	OPER
24	26BB2220	HRM & TALENT STRATEGY	HRMG	PCC	3-0-3-0	3	6	ORGB
25	26BB3055/58	FOREGIN LANGUAGE ELECTIVE	FL-1	HAS	2-1-0-0	2	3	

TRI SEMESTER III COURSES

26	26BB2321	GENERATIVE AI,LLMs & EXECUTIVE DASH BOARDS	GAIA	PCC	2-1-6-0	4	9	PYTHON
27	26BB2322	DIGITAL TRANSFORMATION& ENTERPRISE TECH	DTRA	PCC	2-1-0-0	2	3	
28	26BB2323	BI, VISUALIZATION & EXECUTIVE DASH BOARDS	BIDV	PCC	2-1-6-0	4	9	BANA
29	26BB23I1/F1/D1/B1/V1/S1/P1/T1	PROFESSIONAL ELECTIVE - I	PE-1	PCC	2-1-3-0	3	6	
30	26BB23P1	SUMMER INTERNSHIP - II	SIP-2	SDC	0-0-0-12	2	12	
31	26BB23S0	SECTORAL ELECTIVE - II	SECTORAL ELEC -2	PRI	0-0-0-0	0	0	

SPECIALISATIONS & CAPSTONE PROJECTS YEAR III

TRI SEMESTER I COURSES

32	26BB31E10	VENTURE CREATION, SCALLING & FOUNDER	VENT	PCC	2-1-3-0	3	6	BMDT
33	26BB31I2/F2/D2/B2/V2/S2/P2/T2	PROFESSIONAL ELECTIVE - 2	PE-2	PCC	2-1-3-0	3	6	
34	26BB31I3/F3/D3/B3/V3/S3/P3/T3	PROFESSIONAL ELECTIVE - 3	PE-3	PCC	2-1-3-0	3	6	
35	26BB31PRJ1	CAPSTONE PROJECT 1	CAP-1	PRI	0-0-8-0-	4	8	

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TRI SEMESTER II COURSES								
36	26BB32E12	GLOBAL BUSINESS & CORPORATE STRATEGY	GLBS	PCC	3-0-3-0	3	6	
37	26BB32I4/F4/D4/B4/V4/S4/P4/T4	PROFESSIONAL ELECTIVE -4	PE-4	PCC	2-1-3-0	3	6	
38	26BB32PRJ2	CAPSTONE PROJECT 2	CAP2	PRI	0-0-8-0-	4	8	
39	26BB32PRJ3	INTEGRATED RESEARCH PROEJCT 1	IRP1	PRI	0-0-8-0-	4	8	
40	26BB32OE-1	OPEN ELECTIVE -1	OE-1	OE	2-1-2--0`	2	3	
TRI SEMESTER III COURSES								
41	26BB33E5	BUSINESS ETHICS, ESG, LAW & REGULATORY	ETHC	PCC	3-0-3-0	3	6	
42	26BB33E11	STRATEGIC MANAGEMENT & COMPETETIVE DYNAMICS	STMG	PCC	3-0-3-0	3	6	
43	26BB33OE-2	OPEN ELECTIVE -2	OE-2	OE	2-1-2--0`	2	3	
44	26BB33PRJ4	INTEGRATED RESEARCH PROEJCT - 2	IRP2	PRI	0-0-8-0-	4	8	
TOTAL CREDITS			125					

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PROFESSIONAL ELECTIVES				
INVESTMENT BANKING & GLOBAL CAPITAL MARKETS		**L-T-P-S**	**CH**	**CREDITS**
26BB23I1	FINANCIAL MODELLING VALUATION & PITCHBOOK CRAFT	2-1-3-0	6	3
26BB31I2	MERGERS, ACQUSITIONS & LEVERGED BUYOUTS	2-1-3-0	6	3
26BB31I3	EQUITY RESERACH, INDUSTRY ANALYSIS & INITIATION COVERAGE	2-1-3-0	6	3
26BB32I4	PRIVATE EQUITY, VENTURE CAPITAL & GROWTH CAPITAL	2-1-3-0	6	3
FINTECH & DIGITAL BANKING INNOVATION		**L-T-P-S**	**CH**	**CREDITS**
26BB23F1	PAYMENTS INFRASTRUCTURE, UPI & INDIA STACK ARCHIETECTURE	2-1-3-0	6	3
26BB31F2	DIGITAL LENDING, CREDIT UNDERWRITING & BNPL	2-1-3-0	6	3
26BB31F3	NEO - BANKING , BANKING - AS -A SERVICE & EMBEDED FINANCE	2-1-3-0	6	3
26BB32F4	FINTECH PRODUCT MANAGEMENT, GTM & FOUNDER ECONOMICS	2-1-3-0	6	3
DECISON INTELLIGENCE & APPLIED AI		L-T-P-S	CH	CREDITS
26BB23D1	CASUAL INFERENCE, EXPERIMENTATION & QUASI EXPERIMENTAL METHODS	2-1-3-0	6	3
26BB31D2	FORECASTING, TIME-SERIES & DEMAND PLANNING	2-1-3-0	6	3
26BB31D3	OPTIMAIZATION, DECISION MODELLING & OPERATIONS RESERACH	2-1-3-0	6	3
26BB32D4	DECISON STORY TELLING, STAKEHOLDER BRIEFINGS & EXECUTIVE DASHbOARDS	2-1-3-0	6	3
BRAND LEADERSHIP & GROWTH MARKETING				
26BB23B1	BRAND STRATEGY, POSITIONING aRCHITECTURE & NAMING	2-1-3-0	6	3
26BB31B2	PERFORMANCE MARKETING, GROWTH LOOPS7 CAC-LTV ECONOMICS	2-1-3-0	6	3
26BB31B3	CONTENT, CREATOR ECONOMY & OWNED CHANNEL STRATEGY	2-1-3-0	6	3
26BB32B4	CATEGORY DESIGN, NEW MARKET CREATION & BRAND ACTIVISM	2-1-3-0	6	3
VENTURE BUILDING & ENTREPRENEURIAL LEADERSHIP		L-T-P-S	CH	CREDITS
26BB23V1	FOUNDER MINDSET, CUSTOMER DISCOVERY & PROBLEM VALIDATION	2-1-3-0	6	3
26BB31V2	FUND RAISING, PITCH CREAFT & INVESTOR NEGOTIATION	2-1-3-0	6	3
25BB31V3	GO-T0-MARKET ENGINEERING, SALES MOTION & PRICING STRATEGY	2-1-3-0	6	3
26BB32V4	SCALING OPERATIONS, TEAM BUILDING7 FOUNDER WELLBEING	2-1-3-0	6	3
STRATEGY CONSULTING & CORPORATE ADVISORY		L-T-P-S	CH	CREDITS
26BB23S1	STRATEGY FRAMEWORKS, HYPOTHESIS- DRIVEN PROBLEM SOLVING & MECE	2-1-3-0	6	3
26BB31S2	INDUSTRY DEEP DIVES, MARKET ENTRY & GROWTH STRATEGY	2-1-3-0	6	3
26BB31S3	OPERATIONS TRANSFORMATION, COST OUT & PERFORMANCE MANAGEMENT	2-1-3-0	6	3
26BB32S4	DIGITAL & AI STRATEGY ORG DESIGN & CHANGE MANAGEMENT	2-1-3-0	6	3
AI PRODUCT MANAGEMENT & GROWTH LEADERSHIP		L-T-P-S	CH	CREDITS
26BB23P1	AI PRODUCT STRATEGY,LLM CAPABILITIES & USE CASE MAPPING	2-1-3-0	6	3
26BB31P2	PROMPT ENGINEERING RAG SYSTEMS & AGENTIC WORKFLOWS	2-1-3-0	6	3
26BB31P3	AI PRODUCT UX, TRUST, SAFETY 7 EVALUATION FRAME WORKS	2-1-3-0	6	3
26BB32P4	AI PRODUCT GTM,PRICING & ENTERPRISE SALES MOTION	2-1-3-0	6	3
ALGORITHMMIC TADING & FINANCE ENGINEERING		L-T-P-S	CH	CREDITS
26BB23T1	MARKET MICROSTRUCTURE, ORDER BOOKS & TRADING MECHANICS	2-1-3-0	6	3
26BB31T2	QUANTITIATIVE STRATEGIES, FACTOR MODELS & STATISTICAL ARBITRAGE	2-1-3-0	6	3
26BB31T3	ALGORRITHMIC EXECUTION, BACKTESTING & RISK MANAGEMENT	2-1-3-0	6	3
26BB32T4	CRYPTO, DERIVATIVES & CROSS ASSET TRADING SYSTEMS	2-1-3-0	6	3

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OPEN ELECTIVES

SL NO	COURSE CODE	COURSE TITLE	ACR	L-T-P-S	CREDITS	CHOURS
1		AI Product Building & No-Code MVP Development	AIPB	2-1-0-0	2	3
2		Cybersecurity, Digital Trust & Risk Management for Business Leaders	CDTR	2-1-0-0	2	3

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Pick 1 sector · 1S module from your chosen sectoral track (zero-credit literacy)
AFTER IST YEAR

Code	Acr	Course Title	Track / Sector	LTPS	CH	Cr	Prereqs
SS1A	PHFM	Healthcare & Pharma Landscape — Value Chains, Players, Economics & Regulation	Sectora	0-0-0-0	0	0	—
SS2A	SEMI	Semiconductor & Electronics Landscape — Value Chains, Players, Economics & Regulation	Sectora	0-0-0-0	0	0	—
SS3A	RENC	Green Energy & EV Landscape — Value Chains, Players, Economics & Regulation	Sectora	0-0-0-0	0	0	—
SS4A	SMFG	Smart Mfg & Defence Landscape — Value Chains, Players, Economics & Regulation	Sectora	0-0-0-0	0	0	—
SS5A	D2CO	D2C & Quick Commerce Landscape — Value Chains, Players, Economics & Regulation	Sectora	0-0-0-0	0	0	—
SS6A	BFSL	BFSI Landscape — Value Chains, Players, Economics & Regulation	Sectora	0-0-0-0	0	0	—
SS7A	ITSL	IT Services & Consulting Landscape — Value Chains, Players, Economics & Regulation	Sectora	0-0-0-0	0	0	—
SS8A	AGRL	Agri & Food Business Landscape — Value Chains, Players, Economics & Regulation	Sectora	0-0-0-0	0	0	—
SS9A	MEDL	Media, Events & Entertainment Landscape — Value Chains, Players, Economics & Regulation	Sectora	0-0-0-0	0	0	—

Pick 1 sector · 2S module from your chosen sectoral track (zero-credit literacy)
AFTER 2ND YEAR

Code	Acr	Course Title	Track / Sector	LTPS	CH	Cr	Prereqs
SS1B	PHMA	Healthcare & Pharma Operations — Workflows, Day-in-the-Life & Internship Readiness	Sectora	0-0-0-0	0	0	—
SS2B	ELEM	Semiconductor & Electronics Operations — Workflows, Day-in-the-Life & Internship Readiness	Sectora	0-0-0-0	0	0	—
SS3B	EVBT	Green Energy & EV Operations — Workflows, Day-in-the-Life & Internship Readiness	Sectora	0-0-0-0	0	0	—
SS4B	DEFA	Smart Mfg & Defence Operations — Workflows, Day-in-the-Life & Internship Readiness	Sectora	0-0-0-0	0	0	—
SS5B	QCOM	D2C & Quick Commerce Operations — Workflows, Day-in-the-Life & Internship Readiness	Sectora	0-0-0-0	0	0	—
SS6B	BFSO	BFSI Operations — Workflows, Day-in-the-Life & Internship Readiness	Sectora	0-0-0-0	0	0	—
SS7B	ITSO	IT Services & Consulting Operations — Workflows, Day-in-the-Life & Internship Readiness	Sectora	0-0-0-0	0	0	—
SS8B	AGRO	Agri & Food Business Operations — Workflows, Day-in-the-Life & Internship Readiness	Sectora	0-0-0-0	0	0	—
SS9B	MEDO	Media, Events & Entertainment Operations — Workflows, Day-in-the-Life & Internship Readiness	Sectora	0-0-0-0	0	0	—

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COURSE NAME: MICROECONOMICS FOR BUSINESS DECISIONS

L-T-P-S: 3-0-3-0 **Credits: 3** **Pre-requisite: NIL**

Mapping of Course Outcomes (CO) to Program outcomes:

Co. No.	Course Outcome's	PO	BTL
1	APPLY demand and supply analysis with elasticity estimation to predict market outcomes under price changes, taxes, subsidies, and regulatory interventions in real Indian markets.	PO1, PO5, PS01	3
2	APPLY consumer choice theory including utility, indifference curves, and budget constraints, alongside behavioural economics concepts such as anchoring, framing, and loss aversion, to predict purchase decisions and design pricing nudges.	PO1, PO5, PS02	3
3	ANALYSE production and cost structures across fixed and variable, average and marginal, and short run and long run dimensions, in order to recommend optimal output levels, capacity decisions, and make or buy strategies.	PO1, PO5, PS01	4
4	ANALYSE the four market structures of perfect competition, monopoly, monopolistic competition, and oligopoly using game theoretic reasoning to predict firm behaviour and design competitive responses.	PO2, PO3, PS02	4
5	EVALUATE pricing strategies including penetration, skimming, dynamic, tiered, bundled, two part tariff, and price discrimination for given business contexts, and recommend the profit maximising approach with quantified tradeoffs.	PO3, PO5, PS02	5
6	EVALUATE market failures including externalities, public goods, information asymmetry, and monopoly power, and recommend business strategies that anticipate regulatory response while connecting to SDG 8, SDG 10, and SDG 12.	PO3, PO9, PS02	5

Syllabus in detail

CO1: Markets, Demand, Supply & Elasticity: Economic reasoning: scarcity, choice, opportunity cost, marginal thinking - Demand: determinants, individual vs. market demand, shifts vs. movements - Supply: determinants, producer surplus, shifts vs. movements - Market equilibrium: price discovery, surplus + shortage analysis - Elasticity: own-price (PED), cross-price (XED), income (YED), advertising elasticity - Elasticity estimation from real data: log-log regression, point vs. arc elasticity - Tax incidence: who actually pays — buyer or seller? - Price ceilings + floors: real consequences using Indian rent control + MSP examples

CO2: Consumer Behaviour & Behavioural Economics: Utility theory: cardinal vs. ordinal, diminishing marginal utility - Indifference curves + budget constraints: optimisation problem - Income + substitution effects (Slutsky decomposition) - Consumer surplus + the value of price discrimination - Behavioural anomalies: anchoring, framing, loss aversion (Kahneman & Tversky) - Mental accounting + the endowment effect - Default options + choice architecture (Thaler, Sunstein) - Application: SaaS pricing tiers, Netflix anchoring (Rs 199 → Rs 499 ladder), subscription nudges

CO3: Production, Cost Structures & Capacity Decisions: Production function: short-run vs. long-run, returns to scale - Marginal product + the law of diminishing returns - Cost structures: fixed, variable, total, average, marginal - Cost minimisation: isoquants + isocost curves - Economies of scale + scope (with real examples: Reliance Jio, Amazon AWS) - Activity-based costing (preview of F4 MCOA) - Make-vs-buy + outsourcing decisions - Capacity planning: when to add a new factory, kitchen, server

CO4: Market Structures & Strategic Competition: Perfect competition: long-run zero-profit equilibrium, why it's a benchmark - Monopoly: deadweight loss, regulation, natural monopoly cases (Indian Railways, IRCTC) - Monopolistic competition: product differentiation as strategy (FMCG

sector) - Oligopoly: interdependence, kinked demand curve, cartel theory - Game theory: dominant strategies, Nash equilibrium, prisoner's dilemma - Sequential games + first-mover advantage (Flipkart vs. Amazon India entry) - Repeated games + tacit collusion (telecom pricing in India) - Entry deterrence + limit pricing

CO5: Pricing Strategy — From Theory to Boardroom: Cost-plus, value-based, competition-based pricing — when each is right - Price discrimination: first, second, third degree (Indian Railways tatkal; airline yield) - Two-part tariff (Costco membership, Amazon Prime) - Bundling: pure vs. mixed (Microsoft Office, Disney+ Hotstar) - Penetration vs. skimming (Jio vs. iPhone India launches) - Dynamic pricing: yield management, surge pricing, A/B testing pricing tiers - Loss leaders + decoy pricing - Freemium economics + the conversion funnel (Spotify, Notion, Canva)

CO6: Market Failures, Externalities & The Strategic Response: Externalities: positive + negative; Coase theorem and its limits - Public goods: free-rider problem; private provision of public goods (Wikipedia, OpenStreetMap) - Information asymmetry: adverse selection (insurance), moral hazard (banking) - Signalling + screening (education, warranties, brand) - Market power + antitrust: Indian CCI cases (Google, MakeMyTrip, Amazon) - Regulatory anticipation as strategy (RBI for fintech, SEBI for capital markets) - ESG + sustainability as competitive advantage (D-Mart vs. Tesco models) - Carbon pricing + climate-related market design

Recommended Textbook(s):

1. R. L. Varshney and K. L. Maheshwari, Managerial Economics, Sultan Chand & Sons, New Delhi, 20th ed., 2010.
2. D. N. Dwivedi, Managerial Economics, Vikas Publishing House Pvt. Ltd., New Delhi, 7th ed., 2008.

Reference Books:

1. P. L. Mehta, Managerial Economics, S. Chand & Sons, New Delhi, 2007.
2. Shankaran, Managerial Economics, Margam Publications, Chennai, 2006
3. Adhikary, M. Managerial Economics, Khosla Publishers, 2009
4. H. L. Ahuja, Managerial Economics, McGraw Hill, 2008.

CALCULUS & LINEAR ALGEBRA FOR BUSINESS

L-T-P-S: 2-1-3-0 **Credits:** **Pre-requisite: NIL**

Mapping of Course Outcomes (CO) to Program outcomes:

Co. No.	Course Outcome's	PO	BTL
1	APPLY single variable calculus including limits, derivatives, and integrals to compute marginal cost and revenue, elasticity, consumer surplus, and break-even quantities for real business problems.	PO5 H· PO1 M· PSO1 M	3 ·
2	APPLY multi variable calculus alongside Lagrange multipliers to solve constrained optimisation problems such as cost minimisation, utility maximisation, and portfolio allocation.	PO5 H· PO2 M· PSO1 M	3
3	APPLY vector and matrix algebra covering operations, determinants, inverses, and eigenvalues to solve systems of equations that model supply chain flows, portfolio composition, and market dynamics.	PO5 H· PO1 M· PSO1 M	3
4	ANALYSE linear systems and least squares regression as the mathematical foundation of forecasting, valuation models, and machine learning algorithms used in modern business analytics.	PO5 H· PO2 H· PSO2 M	4
5	ANALYSE gradient descent and the mathematics behind machine learning training, including loss surfaces, convexity, and convergence, at sufficient depth to critically evaluate AI driven business recommendations.	PO2 H· PO5 H· PSO2 H	4
6	EVALUATE the appropriate mathematical technique whether calculus, optimisation, or linear algebra for given business problems, and DEFEND the choice with respect to assumptions, tractability, and decision implications.	PO3 H· PO5 H· PSO2 H	5

Syllabus in detail

CO-1

Limits, Derivatives & Marginal Analysis

TOPICS

- Functions, domain/range, composite + inverse functions (with business examples)
- Limits + continuity: intuition first, then formal definition
- The derivative: definition, geometric + economic interpretation
- Rules: power, product, quotient, chain rule
- Higher-order derivatives + concavity
- Marginal cost, marginal revenue, marginal product (the bridge to F1)
- Elasticity as a derivative (the math behind F1 Module 1)
- Curve sketching for cost/revenue/profit functions

CO-2

Limits, Derivatives & Marginal Analysis

TOPICS

- Functions, domain/range, composite + inverse functions (with business examples)
- Limits + continuity: intuition first, then formal definition
- The derivative: definition, geometric + economic interpretation
- Rules: power, product, quotient, chain rule
- Higher-order derivatives + concavity
- Marginal cost, marginal revenue, marginal product (the bridge to F1)
- Elasticity as a derivative (the math behind F1 Module 1)
- Curve sketching for cost/revenue/profit functions

CO-3

Integration & Accumulation in Business

TOPICS

- Antiderivatives + indefinite integrals
- Definite integral: limit-of-sums + Fundamental Theorem
- Substitution + integration by parts (light treatment)
- Application: total cost from marginal cost
- Application: consumer surplus + producer surplus (continuous form)
- Application: present value as integral (continuous discounting)
- Application: cumulative customer value (LTV computation)
- Numerical integration: trapezoid rule + Simpson's rule with Excel

CO-4

Vectors, Matrices & Linear Systems

TOPICS

- Vectors: addition, scalar mult, dot product, norms
- Matrices: addition, multiplication, transpose
- Special matrices: identity, diagonal, symmetric
- Determinants: 2x2 + 3x3 (cofactor) + interpretation
- Matrix inverse: 2x2 formula + Gaussian elimination
- Solving linear systems: $Ax = b$
- Application: input-output models (Leontief)
- Application: market share dynamics (Markov chains intro)

CO-5

Eigenvalues, Regression & The Math of ML

TOPICS

- Eigenvalues + eigenvectors: definition + computation (2x2)
- Diagonalisation + applications to dynamics
- PageRank as an eigenvector problem (Google's original algorithm)
- Principal Component Analysis (PCA): intuition + 2D walkthrough
- Linear regression as matrix algebra: $y = X\beta + \varepsilon$
- The Normal Equation: $\hat{\beta} = (X'X)^{-1}X'y$
- Gradient descent: the iterative alternative to closed-form
- Convergence + learning rate: why ML training needs care

CO-6

Choosing the Right Math for the Business Problem

TOPICS

- Problem-type taxonomy: optimisation vs. estimation vs. simulation
- When to use calculus (smooth, differentiable, continuous problems)
- When to use linear algebra (high-dim linear relationships, ranking, recommendation)
- When neither suffices: heuristics, dynamic programming, simulation
- Sensitivity analysis: how robust is the answer to assumption changes?
- Communicating math to non-technical decision-makers
- The Excel-vs-Python decision: when to upgrade tools
- Reading + critiquing analytical recommendations (HBR, McKinsey case examples)

Recommended Textbook(s):

1. Stewart, J., Clegg, D. K., & Watson, S. (2020). *Calculus: Early transcendentals*. Cengage Learning.
2. Hoffmann, L. D., Bradley, G. L., Sobecki, D., & Price, M. (2018). *Calculus for business, economics, and the social and life sciences*. McGraw-Hill Education.
3. Strang, G. (2023). *Introduction to linear algebra* (6th ed.). Wellesley-Cambridge Press.
4. Lay, D. C., Lay, S. R., & McDonald, J. J. (2021). *Linear algebra and its applications* (6th ed.). Pearson.
5. Deisenroth, M. P., Faisal, A. A., & Ong, C. S. (2020). *Mathematics for machine learning*. Cambridge University Press. https://mml-book.com
6. Anton, H., Rorres, C., & Kaul, A. (2019). *Elementary linear algebra: Applications version* (12th ed.). Wiley.
7. Simon, C. P., & Blume, L. (2010). *Mathematics for economists*. W. W. Norton & Company.
8. Sancheti, D. C., & Kapoor, V. K. (2020). *Business mathematics*. Sultan Chand & Sons.

Reference Books:

1.

2

3

COURSE NAME: Python Programming for Business (26BB1103)

L-T-P-S: 2-1-3-0 **Credits: 03** **Pre-requisite: NIL**

Course Coordinator: Dr. Golli Mohan

Mapping of Course Outcomes (CO) to Program Outcomes:

CO No.	Course Outcome	PO Mapping	BTL
CO1	Apply core Python programming constructs such as variables, control flow, functions, and data structures to solve real business automation problems.	PO5 (H), PO7 (M), PSO1 (M)	BTL-3
CO2	Apply Pandas DataFrames to load, clean, transform, aggregate, and join real Indian business datasets across CSV, Excel, and API responses.	PO5 (H), PO7 (H), PSO1 (H)	BTL-3
CO3	Apply Matplotlib and Plotly to create publication-quality and interactive visualisations for business reports and dashboards.	PO5 (H), PO6 (M), PSO1 (M)	BTL-3
CO4	Analyse business datasets using exploratory data analysis techniques by identifying patterns, outliers, missing values, and meaningful relationships.	PO2 (H), PO5 (H), PSO2 (M)	BTL-4
CO5	Analyse the appropriate use of AI coding assistants such as GitHub Copilot, Cursor, and Claude in business analytics, understanding when AI accelerates work, where it misleads, and how AI-generated code should be verified.	PO2 (H), PO5 (H), PSO2 (H)	BTL-4
CO6	Evaluate end-to-end Python data workflows and design a reproducible business analytics pipeline from data ingestion to insight delivery.	PO3 (H), PO5 (H), PSO2 (H)	BTL-5

Syllabus in detail

CO	Syllabus in Detail
CO-1	**Module 1: Python Foundations — From Excel to Code (L: 4 Hours · P: 5 Hours)**• Python ecosystem: Anaconda Distribution and Jupyter Notebook setup• Markdown cells and code cells• Variables and data types (int, float, string, Boolean)• Arithmetic, assignment, logical and comparison operators• Lists, tuples, dictionaries and sets• Conditional statements (if, elif and else)• Iterative statements (for and while loops)• List comprehensions• Functions (def, return, default arguments, introduction to *args and **kwargs)• Reading Python errors and stack traces• Introduction to Python debugger (pdb)• Reading and writing CSV files using the csv module
CO-2	**Module 2: Pandas — The Spreadsheet Reimagined (L: 4 Hours · P: 5 Hours)**• NumPy fundamentals• Pandas Series and DataFrames• Reading CSV, Excel, JSON and SQL data• Data selection using loc, iloc and Boolean indexing• Creating, modifying and deleting columns• Vectorised operations• GroupBy and aggregation• Merge, Join and Concatenate operations• Pivot Tables• Missing value handling using isna(), fillna() and dropna()• Date and time operations
CO-3	**Module 3: Visualisation — From Static Charts to Interactive Dashboards (L: 4 Hours · P: 5 Hours)**• Matplotlib fundamentals• Figure and Axes• Line, Bar, Scatter and Histogram charts• Chart styling (titles, labels, legends, colours and fonts)• Appropriate use of Matplotlib• Seaborn statistical visualisations• Heatmaps, Pairplots and Violin plots• Plotly Express interactive visualizations• Plotly subplots and custom hover information• Chart selection principles• Exporting visualizations (PNG and HTML)• Embedding charts in Streamlit applications
CO-4	**Module 4: Exploratory Data Analysis on Indian Business Data (L: 4 Hours · P: 5 Hours)**• Exploratory Data Analysis (EDA) concepts• Descriptive Statistics• Measures of

	Central Tendency• Measures of Dispersion• Measures of Shape• Crosstab Analysis• Correlation Analysis• Simple Linear Regression• Multiple Regression• Univariate analysis• Bivariate analysis• Multivariate analysis• Outlier detection• Time-series exploration• Data quality assessment• Missing values, duplicates and data type conversion• EDA storytelling and reporting
CO-5	**Module 5: AI Coding Assistants for Business Analytics (L: 4 Hours · P: 5 Hours)**• Introduction to AI coding assistants• GitHub Copilot• Cursor AI• Claude AI• Prompt engineering for programming• AI-assisted code generation• Reviewing AI-generated code• Debugging AI-generated programs• Refactoring Python code• Unit test generation• Documentation using AI• Responsible and ethical use of AI in software development
CO-6	**Module 6: End-to-End Analytics Workflows and APIs (L: 4 Hours · P: 5 Hours)**• Business analytics workflow• Problem formulation• Data acquisition• Data preparation• Data analysis• Business insight generation• Introduction to web scraping using Beautiful Soup• REST APIs using Requests• JSON parsing• Public Indian APIs (RBI DBIE, NSE, AGMARKNET and GST Portal)• Automated reporting• Requirements.txt and virtual environments• Project organisation• GitHub portfolio development• Converting Jupyter Notebooks to HTML• Introduction to Streamlit• Building simple business analytics applications

Recommended Textbook(s):

1. McKinney, W. (2022). *Python for data analysis: Data wrangling with pandas, NumPy, and Jupyter* (3rd ed.). O'Reilly Media.
2. Matthes, E. (2023). *Python crash course: A hands-on, project-based introduction to programming* (3rd ed.). No Starch Press.
3. VanderPlas, J. (2023). *Python data science handbook: Essential tools for working with data* (2nd ed.). O'Reilly Media.

Reference Books:

1. Sweigart, A. (2019). *Automate the boring stuff with Python: Practical programming for total beginners* (2nd ed.). No Starch Press.
2. Knaflic, C. N. (2015). *Storytelling with data: A data visualization guide for business professionals*. Wiley.
3. Richards, T. (2023). *Streamlit for data science*. Packt Publishing.
4. Taulli, T. (2024). *AI-assisted programming: Better planning, coding, testing, and deployment*. O'Reilly Media.
5. Géron, A. (2022). *Hands-on machine learning with Scikit-Learn, Keras, and TensorFlow: Concepts, tools, and techniques to build intelligent systems* (3rd ed.). O'Reilly Media.

BUSINESS COMMUNICATION: SPEAKING & WRITING

L-T-P-S: 2-1-0-0 **Credits: 2** **Pre-requisite : NIL**

Mapping of Course Outcomes (CO) to Program outcomes:

Co. No.	Course Outcome's	PO	BTL
1	Apply frameworks of audience analysis and message design (rhetorical triangle, Minto Pyramid) to structure any written or spoken business message	PO1 PO4 PSO1	3
2	Analyse and rewrite business emails, memos, and reports for clarity, brevity, structure, and tone.	PO1 PO4 PO5	4
3	Design and deliver oral presentations using structured storytelling, visual-aid principles, and confident voice/body delivery	PO1 PO4 PO5	4
4	Apply active listening and structured conversation techniques to interviewing, one-on-ones, and difficult workplace conversations.	PO3 PO4 PO5	3
5	5Analyse workplace, cross-cultural, and crisis communication scenarios to recommend appropriate tone, channel, and message strategy	PO1 PO2 PO3	4
6	Evaluate AI-assisted writing and digital-platform communication (LinkedIn, Slack, video) and create a sustainable personal communication system	PO1 PO2 PO3	5

Syllabus in detail

Foundations of Professional Communication: Introduction to professional communication; Communication models—Shannon-Weaver and Transactional Model; Communication barriers, noise and filters; Audience analysis and stakeholder communication; Rhetorical Triangle (Ethos, Pathos, Logos); Minto Pyramid Principle; Common communication failure modes-passive voice, jargon, ambiguity, burying the main message.

Written Business Communication: Business email writing—subject lines, structure, call-to-action, and email etiquette; Business memos-formal structure, executive summaries, and recommendation-led writing; Business reports-short-form and long-form report writing, formatting conventions; Persuasive business writing using AIDA, Before-After-Bridge (BAB), and SCQA frameworks; Editing, proofreading, and revision techniques for concise professional writing.

Oral Communication & Presentations: Presentation planning and organization using the 3-Act Story and Situation-Complication-Question-Answer (SCQA) framework; Slide design principles—visual hierarchy, assertion-evidence pattern, and one idea per slide; Voice modulation, body language, eye contact, and stage presence; Handling questions using bridge-back techniques and professional

responses; Storytelling for business communication and data-driven presentations.

Listening, Conversations & Interviews: Active listening techniques—paraphrasing, reflecting, and effective questioning; Structured one-on-one conversations and workplace communication; Interview skills using the STAR method and structured interviews; Difficult conversation feedback, conflict resolution, and separating impact from intent; Negotiation communication using BATNA, anchoring, and collaborative dialogue

Workplace, Cross-Cultural & Crisis Communication: Workplace communication norms - Slack vs email vs in-person, async vs sync, the right channel for the message. Cross-cultural communication - Hofstede's framework, Erin Meyer's culture map, India-specific patterns. Crisis communication - Tylenol playbook (J&J 1982), Maggi 2015 India case, Boeing 737 MAX case. Communicating bad news - the SPIKES framework (medical origin, business applications) Sensitive workplace topics - performance feedback, layoffs, harassment investigations, ethics violations

Digital, AI-Era & Personal Brand Communication: AI-assisted business communication using ChatGPT, Claude, and Gemini; Responsible AI usage and evaluation of AI-generated content; LinkedIn profile development and personal branding; Video conferencing, virtual presentation, and remote communication skills; Building a professional communication system through continuous writing, speaking, and digital presence management.

Recommended Textbook(s):

1 Bovée, C. L., & Thill, J. V. (2021). *Business Communication Today* (15th ed.). Pearson.

Reference Books:

1. Garner, B. A. (2013). *HBR Guide to Better Business Writing*. Harvard Business Review Press.
2. Minto, B. (2009). *The Pyramid Principle: Logic in Writing and Thinking*. Pearson Education.
3. Duarte, N. (2010). *Resonate: Present Visual Stories That Transform Audiences*. Wiley.
4. Gallo, C. (2014). *Talk Like TED: The 9 Public Speaking Secrets of the World's Top Minds*. St. Martin's Press.
5. Grenny, J., Patterson, K., McMillan, R., Switzler, A., & Gregory, E. (2021). *Crucial Conversations: Tools for Talking When Stakes Are High* (3rd ed.). McGraw-Hill.
6. Meyer, E. (2014). *The Culture Map: Breaking Through the Invisible Boundaries of Global Business*. PublicAffairs.

COURSE NAME: F6 – Business Environment & Perspectives of Management (BEPM), Trimester 1, BBA program

L-T-P-S: 2-1-0-0 Credits: 2 Pre-requisite: NIL

Mapping of Course Outcomes (CO) to Program outcomes:

Co. No.	Course Outcome's	PO	BTL
1	Analyze the internal and external business environment using environmental scanning techniques and the PESTEL framework in the Indian context.	1,4	4
2	Evaluate industry structure and competitive dynamics using Porter's Five Forces framework and assess the Indian regulatory framework, corporate governance, CSR and ESG practices for responsible business conduct.	2,4	4
3	Develop data-driven strategic recommendations by identifying business problems, diagnosing organizations and communicating solutions through professional business reports and executive presentations.	3,5	4
4	Explain the nature, significance and evolution of management thought, the functions of management, and the roles, competencies and ethical responsibilities of managers.	1, 4	3
5	Apply management practices of planning, decision making, organizing, leadership, motivation, team management, performance control and communication for organizational effectiveness.	1,4	3
.6	Examine contemporary management perspectives including design thinking, entrepreneurship, digital transformation, AI-enabled and data-driven decision making, change management and sustainable management.	2.5	3

Syllabus in detail

CO-1-Business Environment Analysis

- Nature and significance of business environment
- Internal and external business environment
- Environmental scanning
- PESTEL Framework
- Indian political, economic, socio-cultural, technological, environmental and legal environment
- Emerging business trends and uncertainty

CO-2- Industry, Competition and Responsible Business

- Industry and competitive analysis
- Porter's Five Forces Framework
- Business ecosystem and value chain
- Indian regulatory framework (RBI, SEBI, MCA, CCI, IBC and Digital Regulations)
- Corporate Governance

- Corporate Social Responsibility (CSR)
- Environmental, Social and Governance (ESG)
- Stakeholder management and sustainable business practices

CO-3 - Strategic Business Analysis

- Business problem identification
- Organizational diagnosis
- Data collection and analysis
- Strategic recommendation framework
- Business report writing
- Executive presentation and boardroom communication
- Reflection and professional learning

CO-4- Principles and Evolution of Management

- Nature and significance of management
- Evolution of management thought
- Functions of management
- Managerial roles, competencies and skills
- Organizational goals, effectiveness and productivity
- Ethics, professionalism and responsible management

Co-5 -Management Practices for Organizational Effectiveness

- Planning and strategic thinking
- Decision making and managerial problem solving
- Organizing and coordination
- Leadership and motivation
- Team management
- Performance management and organizational control
- Communication and conflict management

Co-6- Contemporary Perspectives of Management

- Innovation and Design Thinking
- Entrepreneurship and intrapreneurship
- Digital transformation and AI in management
- Data-driven managerial decision making
- Change management
- Sustainable management
- Project management fundamentals
- Future of work and managerial competencies

Recommended Textbook(s):

1. Francis Cherunilam, *Business Environment: Text and Cases*, Himalaya Publishing House..
2. Stephen P. Robbins, Mary Coulter & Agna Fernandez, *Management*, Pearson Education (Indian adaptation)
3. K. Aswathappa, *Essentials of Business Environment*, Himalaya Publishing House

Reference Books

1. Harold Koontz & Heinz Weihrich, *Essentials of Management: An International, Innovation and Leadership Perspective*, McGraw Hill Education
2. Michael E. Porter, *Competitive Strategy: Techniques for Analyzing Industries and Competitors*, Free Press
3. A.C. Fernando, *Business Environment*, Pearson Education
4. Justin Paul, *Business Environment: Text and Cases*, McGraw Hill Education

COURSE NAME: Organisational Behaviour and People Analytics

L-T-P-S: 3-0-3-0 **Credits: 3** **Pre-requisite: NIL**

Mapping of Course Outcomes (CO) to Program outcomes:

Co. No.	Course Outcome's	PO	BTL
1	Apply individual behaviour frameworks covering personality, values, perception, learning, and emotions to predict and influence behaviour at work.	2	3
2	Analyse motivation theories from Maslow, Herzberg, Vroom, Self-Determination Theory, and behavioural economics, and recommend appropriate motivation interventions.	4	4
3	Analyse group and team dynamics including Tuckman stages, social loafing, and decision-making biases, and DESIGN effective team structures.	4	4
4	Analyse organisational structure and culture, and DESIGN change interventions using the Schein, Lewin, and Kotter frameworks.	5	4
5	Analyse leadership and power dynamics across multiple frameworks and RECOMMEND appropriate leadership-development paths.	5	4
6	Evaluate and DESIGN people-analytics interventions including engagement measurement, predictive attrition modelling, and ethical data-use frameworks.	5	4

Syllabus in detail

CO-1 OB as a discipline — micro, meso, macro levels, Personality — Big Five, MBTI critique, DISC, Values, attitudes — Schwartz value circle, Perception, attribution biases, Learning theories, growth mindset (Dweck), Emotions at work — emotional labour, AET

CO-2 Maslow + Herzberg content theories, Vroom Expectancy Theory, Self-Determination Theory (Deci + Ryan), Behavioural economics in OB, Job Characteristics Model (Hackman + Oldham), Compensation design — fixed vs variable

CO-3 Tuckman stages of group formation, Google Project Aristotle findings, Social loafing + the Ringelmann effect, Groupthink, polarisation, Abilene paradox, Cognitive vs identity diversity in teams, Task vs relationship conflict

CO-4 Mechanistic vs organic, Mintzberg configs, Matrix, network, holacracy, squad model, Schein's 3 levels of culture, Cameron + Quinn, Denison frameworks, Lewin unfreeze-change-refreeze, Kotter's 8 steps, Change resistance + organisational politics

CO-5 Trait theories — Big Five for leadership, Ohio State + Michigan behavioural studies, Fiedler, Path-Goal, Situational Leadership, Transformational vs transactional (Bass + Avolio), Servant, authentic, level-5 leadership, French + Raven power sources, politics ethics

CO-6 Evidence-based HR (Google, IBM, Microsoft), Gallup Q12, eNPS, pulse sentiment analysis, Predictive attrition modelling in Python, Network analysis — the informal organization, AI in HR — bias, interview ethics, algo mgmt., Ethics — privacy, consent, fairness.

Recommended Textbook(s):

1. 1. C.R Kothari, Research Methodology
2. Vishwa Prakashan, 2009. - Methods & Techniques,
3. 2. Levin, Richard and Rubin, David,

Reference Books:

1. 1. Gaur, Statistical Methods for Practice and Research, Sage Publication,2009 2. Bhandarkar & Wilkinson, Methodology and Technique
2. 2. Bhandarkar & Wilkinson, Methodology and Techniques of Social Research, Himalaya, 2004
3. Dipak Kumar. Bhattacharya, Research Methodology, Excel Books, 2009

COURSE NAME: Financial Accounting & Corporate Reporting

L-T-P-S: 2-1-0-4 **Credits: 4** **Pre-requisite : NIL**

Mapping of Course Outcomes (CO) to Program outcomes:

Co. No.	Course Outcome's	PO	BTL
1	Understand accounting concepts, conventions, and assumptions in business context.	PO1, PO2	2
2	Record business transactions using journal, ledger, and trial balance.	PO1, PO3	3
3	Prepare subsidiary books and Bank Reconciliation Statement.	PO1, PO3	3
4	Analyze and prepare financial statements.	PO1, PO3	4
5	Apply Ind-AS/IFRS recognition and measurement principles.	PO1, PO3	3
6	Operate accounting software and interpret auditor reports.	PO1, PO3	3

Syllabus in detail

CO-1 : Introduction to Accounting

- Definition and need for accounting
- Objectives and functions of accounting
- Bookkeeping vs accounting
- Branches of accounting
- Users of accounting information
- Advantages and limitations of accounting
- Accounting principles, concepts, and conventions
- Accounting equation
- Double-entry bookkeeping system
- Accounting cycle

CO-2: Journal, Ledger & Trial Balance

- Classification of accounts
- Rules of debit and credit
- Journal entries
- Ledger posting
- Balancing of accounts
- Difference between journal and ledger
- Trial balance preparation

CO-3: Subsidiary Books & BRS

- Types of subsidiary books

- Cash book and petty cash book
- Features and advantages of cash book
- Bank reconciliation statement
- Causes of difference between cash book and pass book
- Practical problems on BRS

CO-4: Final Accounts

- Trading account
- Profit and loss account
- Balance sheet
- Adjustments in final accounts
- Preparation of final accounts
- Practical problems

Co-5 : Ind-AS / IFRS Applications

- Revenue recognition under Ind-AS 115
- Inventory valuation under Ind-AS 2
- Depreciation under Ind-AS 16
- Matching principle
- Provisions and contingencies under Ind-AS 37

Co-6 : Tally Prime, Zoho Books & Audit Interpretation

- Tally Prime practical training
- Chart of accounts and vouchers
- GST accounting
- Zoho Books for SMEs
- Audit report analysis
- Key Audit Matters (KAM)
- Qualifications and emphasis of matter

Recommended Textbook(s):

1. **1**Financial Accounting: A Managerial Perspective – R. Narayanaswamy
2. Financial Accounting for Management – Ramachandran & Kakani
3. Fundamentals of Accounting – RL Gupta & VK Gupta

Reference Books:

1. 1. Introduction to Financial Accounting – Jain & Narang
2. An Introduction to Accountancy – S.N. Maheswari
3. Financial Accounting – MC Shukla & TS Grewal
4. Financial Accounting – R.K. Sharma & Shashi Gupta.

STATISTICS & PROBABILITY FOR BUSINESS

L-T-P-S: 2-1-3-0 **Credits:** **Pre-requisite: NIL**

Mapping of Course Outcomes (CO) to Program outcomes:

Co. No.	Course Outcome's	PO	BTL
1	APPLY descriptive statistics and visualisation to real Indian business datasets using Python.	**PO1 H·PO5 H·PSO1 H**	**3**
2	APPLY probability theory and standard distributions including binomial, Poisson, normal, and exponential to business decision scenarios.	**PO5 H·PO1 M·PSO1 H**	**3**
3	CONSTRUCT confidence intervals and APPLY hypothesis tests including t test, chi square, and ANOVA with correct interpretation.	**PO5 H·PO4 H·PSO1 H·PSO2 M**	**4**
4	BUILD and DIAGNOSE simple and multiple regression models in Python, interpreting coefficients and checking model assumptions.	**PO5 H·PO1 H·PO4 H·PSO1 H·PSO2 H**	**4**
5	DESIGN and EVALUATE A B tests and experiments with rigorous attention to sample size, statistical power, effect size, and interpretation.	**PO5 H·PO4 H·PO2 M·PSO1 H·PSO2 H**	**5**
6	RECOGNISE and COMMUNICATE statistical fallacies including Simpson's paradox, p hacking, selection bias, and base rate neglect in business contexts.	**PO4 H·PO2 H·PO6 M·PSO2 H**	**5**

Syllabus in detail

CO1

Descriptive Statistics + Data Visualization

TOPICS

- Variables, measurement scales (nominal, ordinal, interval, ratio)
- Measures of central tendency: mean, median, mode, geometric mean
- Measures of spread: variance, SD, IQR, MAD
- Skewness, kurtosis; identifying outliers; box plots
- Visualization grammar: bar, histogram, scatter, line, violin, heatmap
- Python: pandas describe(), matplotlib + seaborn for business reporting

CO-2

Probability + Distributions

TOPICS

- Probability axioms; conditional probability; Bayes' theorem
- Random variables: discrete vs continuous
- Binomial distribution: pass/fail, conversion rates
- Poisson distribution: arrivals, defects, rare events
- Normal distribution: central limit theorem, z-scores
- Exponential distribution

CO3

Inferential Statistics + Hypothesis Testing

TOPICS

- Sampling theory; sampling distributions; CLT in practice
- Confidence intervals for means + proportions
- Hypothesis testing framework: null vs alternative, alpha, power
- One-sample + two-sample t-tests; paired t-test
- Chi-square test of independence + goodness-of-fit
- One-way + two-way ANOVA; post-hoc tests (Tukey)

CO4

Regression Analysis

TOPICS

- Simple linear regression: OLS, intercept, slope, R^2
- Coefficient interpretation; significance testing (t, F)
- Multiple regression: predictor selection, multicollinearity (VIF)
- Assumption checks: linearity, normality, homoscedasticity, independence
- Residual analysis; influential observations; Cook's distance
- Categorical predictors (dummy variables); interaction terms

Module 5

Experiment Design + A/B Testing

TOPICS

- Experiment vs observational study; causal inference primer
- A/B test design: sample size, MDE, alpha, beta, power
- Randomization, control + treatment, sample ratio mismatch
- Multi-armed bandits preview; sequential testing concerns
- Indian context: A/B testing at Zomato, Swiggy, PhonePe, Flipkart
- Ethical issues in experimentation; informed-consent debates

CO-6

Statistical Fallacies + Communication

TOPICS

- Simpson's paradox: when aggregated trends reverse
- P-hacking + multiple-comparisons problem (HARKing)
- Selection bias + survivorship bias in business data
- Base-rate neglect + Bayesian reasoning failures
- Correlation vs causation; confounders; mediation
- How to communicate uncertainty: confidence intervals vs point estimates in reports

Recommended Textbook(s):

1. Diez, D., Çetinkaya-Rundel, M., & Barr, C. (2019). *OpenIntro statistics* (4th ed.). OpenIntro. https://www.openintro.org/book/os/
2. Anderson, D. R., Sweeney, D. J., & Williams, T. A. (2024). *Statistics for business and economics* (15th ed.). Cengage Learning.
3. James, G., Witten, D., Hastie, T., Tibshirani, R., & Taylor, J. (2023). *An introduction to statistical learning: With applications in Python* (2nd ed.). Springer. https://www.statlearning.com
4. Kohavi, R., Tang, D., & Xu, Y. (2020). *Trustworthy online controlled experiments: A practical*

guide to A/B testing. Cambridge University Press.

5. Wheelan, C. (2013). *Naked statistics: Stripping the dread from the data*. W. W. Norton & Company.
6. Reinhart, A. (2015). *Statistics done wrong: The woefully complete guide*. No Starch Press.
7. McKinney, W. (2022). *Python for data analysis: Data wrangling with pandas, NumPy, and Jupyter* (3rd ed.). O'Reilly Media.
8. Sharma, J. K. (2023). *Business statistics* (4th ed.). Vikas Publishing House.

Reference Books:

1.

2

3

Data Engineering: SQL, Warehousing & Pipelines

L-T-P-S: 2-1-3-0 **Credits: 03** **Pre-requisite: Python**

Mapping of Course Outcomes (CO) to Program outcomes:

Co. No.	Course Outcome's	PO	BTL
1	APPLY core SQL operations including SELECT, JOIN, GROUP BY, HAVING, and subqueries to real Indian business datasets.	1,5	3
2	APPLY advanced SQL patterns including window functions, common table expressions, recursive queries, and analytical functions.	3,5	3
3	DESIGN star schema and dimensional models for business analytics use cases.	1,3,5	4
4	Design ETL pipelines that perform extract, transform, and load operations using Python and SQL for end to end data ingestion.	3,4	4
5	OPERATE modern cloud warehouses such as Snowflake and BigQuery, and CONNECT them to BI tools including Tableau and Power BI.	2,5	4
6	EVALUATE data quality, freshness, and lineage by applying observability and governance frameworks.	2,6	5

Syllabus :

CO-1 Relational data model; tables, rows, columns; primary + foreign keys SELECT, WHERE, ORDER BY, LIMIT — the daily SQL bread + butter JOIN types: INNER, LEFT; RIGHT, FULL OUTER — when to use each GROUP BY + aggregate functions (COUNT, SUM, AVG, MIN, MAX); HAVING Subqueries: scalar, IN, EXISTS, correlated; UNION + INTERSECT + EXCEPT Data types + NULL handling; CASE WHEN; basic string + date functions

CO-2 Advanced SQL — Window Functions + CTEs Window functions: ROW_NUMBER, RANK, DENSE_RANK, NTILE Running totals + moving averages: SUM/AVG OVER (ORDER BY) LAG + LEAD: period-over-period comparisons PARTITION BY: per-group analytics; FRAME clauses Common Table Expressions (CTEs): readable multi-step queries
Recursive CTEs: hierarchies (org charts, category trees, BOM)
CO-3 Dimensional Modelling + Warehouse Design OLTP vs OLAP: why warehouses look different from transactional DBs Star schema: fact + dimension tables; grain identification
Slowly Changing Dimensions (SCD): Type 1, Type 2, Type 3 Snowflake schema; conformed dimensions across multiple facts Indian e-commerce + fintech warehouse design walk-throughs Surrogate keys + natural keys; designing for join performance

CO-4 ETL Pipelines + Python Integration ETL vs ELT: which to choose + why Extract: CSV, JSON, API, database; pandas + requests in Python Transform: pandas DataFrame operations matching SQL patterns Load: bulk INSERT, MERGE/UPSERT, idempotency Orchestration: cron, Airflow DAG concepts (overview) Error handling, retries, alerts; logging + observability basics

Co-5 Cloud Warehouses + BI Tool Integration Modern cloud warehouses: Snowflake, BigQuery,

Redshift — architecture differences Compute-storage separation; auto-scaling; cost model basics Connecting warehouses to BI tools: Tableau, Power BI, Looker Indian context: where Indian companies use each (data infra cost realities) Live-connect vs extract; performance trade-offs Embedded analytics + dashboard distribution

Co-6 Data Quality, Lineage + Governance Data quality dimensions: accuracy, completeness, consistency, timeliness, validity, uniqueness Data quality testing: row counts, distinct counts, range checks, freshness Lineage: tracking data flow source → warehouse → dashboard
Observability: Monte Carlo, Bigeye, dbt tests (overview) Governance: PII handling, masking, access control, GDPR + DPDP Act Indian regulatory context: Digital Personal Data Protection Act 2023

Recommended Textbook(s):

1 Designing Data-Intensive Applications Author: Martin Kleppmann Publisher: O'Reilly Media First Edition

2. Building Data Pipelines with Apache Airflow Author: Bas P. Harenslak & Julian de Ruiter Publisher: O'Reilly Media

3. Streaming Systems Authors: Tyler Akidau, Slava Chernyak, Reuven Lax Publisher: O'Reilly Media

Reference Books:

1. SQL Learning SQL Alan Beaulieu

2.SQL Practice SQL Queries for Mere Mortals John L. Viescas & Michael J. Hernandez

3. Data Warehousing Data Warehousing Fundamentals Paulraj Ponniah

Marketing Management

L-T-P-S: 3-0-3-0 **Credits: 3** **Pre-requisite: NIL**

Mapping of Course Outcomes (CO) to Program outcomes:

Co. No.	Course Outcome's	PO	BTL
1	Apply the Segmentation, Targeting, and Positioning framework to Indian market scenarios.	1,4	3
2	Design the marketing mix covering product, price, place, and promotion for Indian and global products.	1,4	3
3	Analyze consumer behavior through the Indian consumer lens including cultural, economic, and digital factors.	1,4	4
4	Build brand strategies including positioning, architecture, and equity, aligned with the Indian context.	1,4	4
5	Navigate digital and traditional marketing channels with quantitative rigour.	3,5	4
6	Measure marketing ROI and Customer Lifetime Value using analytics frameworks.	5,4	5

Syllabus in detail

CO-1

- Market segmentation: demographic, geographic, psychographic, behavioural
- Indian segmentation reality: SEC (Socio-Economic Classification), Tier 1-2-3-4 cities, urban-rural
- Targeting strategies: undifferentiated, differentiated, concentrated, micro-marketing
- Positioning: perceptual maps, value proposition canvas, points of parity + points of difference
- Re-positioning + brand revitalisation; positioning failures
- Indian segmentation cases: HUL's 'gold-standard' MR; Cadbury's evolution

CO-2

- Product: lifecycle stages, new product development, line extensions, product mix
- Price: cost-plus vs value-based; psychological pricing; price discrimination; SaaS pricing
- Place: distribution channels in India (modern trade, GT, e-commerce, D2C, social commerce)
- Promotion: above-the-line, below-the-line, through-the-line; integrated marketing communications
- Indian channel realities: kirana, modern trade, e-commerce share, last-mile
- Service marketing: 7Ps extension (People, Process, Physical evidence)

CO-3

- Consumer decision-making process: 5-stage model + variants
- Cultural factors: India's regional + linguistic diversity (28 states, 100+ languages)
- Family + reference group influence in Indian consumption
- Tier 2-3-4 consumer + the 'next half-billion'
- Digital consumer behaviour: smartphone-first, OTT, social commerce
- Festive consumption + seasonality in India

CO-4

- Brand positioning + brand essence; the brand pyramid
- Brand architecture: branded house vs house of brands (Tata vs Unilever models)
- Brand equity: Aaker + Keller frameworks
- Brand stretch: line extensions, category extensions; success vs failure stories
- Indian brand cases: Amul, Tata, Mahindra (corporate brand strength)
- Modern Indian brand stories: Mamaearth, BoAt, Mokobara, Sleepyhead

Co-5

- Digital channel landscape in India: Google, Meta, YouTube, Amazon, Flipkart Ads
- Search marketing: SEM, SEO, organic + paid funnel
- Social marketing: Instagram, WhatsApp, LinkedIn — Indian platform mix
- Performance marketing: CAC, conversion funnels, attribution
- Content marketing + influencer marketing (Indian creator economy)
- MarTech stack basics: CRM, CDP, ESP, marketing automation

Co-6

- Customer acquisition cost (CAC) + lifetime value (LTV); LTV:CAC ratio
- Marketing funnel + conversion-rate analysis at each stage
- Cohort analysis + retention curves
- Attribution: first-touch, last-touch, linear, time-decay, position-based, data-driven
- Marketing-mix modelling (MMM); incrementality testing
- Marketing dashboards + reporting cadences

Recommended Textbook(s):

1. Marketing Management: A South Asian Perspective – Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha – Pearson – 2024
2. Strategic Brand Management – Kevin Lane Keller – Pearson – 2024
3. Positioning: The Battle for Your Mind – Al Ries, Jack Trout – McGraw-Hill – 2001

Reference Books:

1. Building Strong Brands – David A. Aaker – Free Press
2. The Long Tail: Why the Future of Business Is Selling Less of More – Chris Anderson Hyperion – 2006
3. Hooked: How to Build Habit-Forming Products – Nir Eyal – Portfolio – 2014
4. Marketing Metrics: The Manager's Guide to Measuring Marketing Performance – Paul Farris, Neil T. Bendle, Phillip E. Pfeifer, David J. Reibstein – Pearson – 2015

COURSE NAME: MACROECONOMICS & GLOBAL MARKETS

L-T-P-S: 3-0-3-0 Credits: 3

Pre-requisite: F1 Microeconomics for Business Decisions, M2 Statistics & Probability for Business

Mapping of Course Outcomes (CO) to Program outcomes:

Co. No.	Course Outcome's	PO	BTL
1	APPLY national income accounting concepts including GDP, GNP, NNP, and real versus nominal measures using Indian and global data.	PO1, PO5, PSO1	3
2	ANALYSE inflation, unemployment, and growth dynamics along with their interrelationships such as the Phillips curve and Okun's law.	PO1, PO4, PO5, PSO2	4
3	APPLY the IS-LM and AD-AS frameworks to monetary and fiscal policy scenarios, and ANALYSE policy transmission channels.	PO1, PO4, PO5, PSO1	4
4	INTERPRET RBI monetary policy alongside Fed and ECB actions, and ANALYSE their impact on Indian businesses and markets.	PO1, PO4, PSO2	4
5	ANALYSE fiscal policy, deficits, and debt sustainability with reference to Indian Union and State budgets in context.	PO1, PO2, PO4, PSO2	4
6	EVALUATE balance of payments, exchange rate dynamics, and capital flows, and their effect on Indian businesses.	PO1, PO4, PO5, PSO2	5

Syllabus in detail

CO1: National Income Accounting: GDP — expenditure, income, output approaches (the 3 measurement methods) - GNP, NNP, NNI, personal income, disposable income-the income hierarchy - Real vs nominal GDP; GDP deflator; chain-linking; constant prices - GVA (Gross Value Added)-India's primary metric post-2015 methodology change - India CSO / MOSPI methodology; back-series + base-year revision controversies - International comparisons: PPP-adjusted GDP, Atlas method, per-capita income

CO2: Inflation, Unemployment, Growth: Inflation: CPI, WPI, core, headline, food, fuel; India's CPI-IW vs CPI-Combined - Unemployment: labour force participation, employed, unemployed, NSSO + PLFS data - Growth: trend vs cycle, potential output, Solow growth model intuition - Phillips curve: original, expectations-augmented, current debates - Okun's law: unemployment-output relationship; Indian variants - Stagflation, inflation expectations, RBI's flexible inflation targeting (FIT) regime

CO3: IS-LM, AD-AS, Policy Transmission: IS curve: goods-market equilibrium; LM curve: money-market equilibrium - IS-LM in open economy (Mundell-Fleming preview) - AD-AS framework: short-run vs long-run - Monetary transmission: repo rate → bank rates → credit → investment → output - Fiscal transmission: government spending multiplier; crowding-out concerns - Indian transmission realities: bank-balance-sheet issues, MSF, OMOs

CO4: Monetary Policy — RBI + Global Central Banks: RBI structure, MPC, FIT regime, 4% ± 2% target - Repo, reverse repo, MSF, SDF, bank rate, CRR, SLR-the policy toolkit - Yield curve, term structure, RBI yield-curve operations (OMOs) - US Fed: dual mandate, FOMC, dot plot, QE, QT-implications for India - ECB, BOJ, BOE: alternative frameworks + recent decisions - Currency wars; global liquidity cycle; Fed-Reserve coordination

CO5: Fiscal Policy + Public Debt: Union Budget structure: revenue, capital, fiscal deficit, primary deficit - FRBM Act: targets, escape clauses, post-COVID waiver - State finances: borrowing limits, GST compensation, off-budget items - Public debt sustainability: debt-to-GDP, interest burden, primary deficit math - Counter-cyclical fiscal policy; multiplier estimates - Comparison: India vs

major economies on debt + deficit metrics

CO6: BoP, Exchange Rates, Capital Flows: Balance of Payments: current account, capital account, errors + omissions - Exchange-rate regimes: fixed, floating, managed float (India's regime) - Exchange-rate determination: PPP, IRP, asset-market approach - RBI intervention: FX reserves accumulation, REER, NEER - FII / FPI / FDI flows; ECBs; capital-account convertibility debates - Indian rupee history: devaluations, depreciations, the road to 2025

Recommended Textbook(s):

1. Macroeconomics (12th ed.), N. Gregory Mankiw, Worth Publishers, 2024
2. Indian Economy, Ramesh Singh, McGraw-Hill India, 2024
3. India's Long Road, Vijay Joshi, OUP, 2017

Reference Books:

1. The Indian Financial System, Bharati V. Pathak, Pearson, 2023
2. Economic Survey of India (current year), Ministry of Finance, Government of India, 2024
3. International Economics (15th ed.), Robert J. Carbaugh, Cengage,2023
4. Backstage: The Story Behind India's High Growth Years, Montek Singh Ahluwalia, Rupa, 2020
5. World Economic Outlook (latest), IMF, 2024

To

The Head of Department

KL University Business School (KLUBS)

4/3/2022

Subject: Request for permission to write pending Backlog Examinations

Respected Sir

my name is M. Gokul Harish, Roll no: 1705 41347, student of the BBA Programme in KLUBS. I am writing this letter with sincere regret and a humble request regarding my pending backlog subjects.

During my course period, I was unable to clear the following subjects

(i) Introduction to financial Accounting (17BB12C1)
(ii) Business Statistics (17BS115)
(iii) Indian Business Environment (17BB12C3)
(iv) Business Case study (17BB11C5)

Due to certain Personal and academic difficulties, i could not complete these subjects within the given term. I understand the importance of completing all required subjects to fulfil the degree requirements, and I am fully prepared to put in my best efforts to clear them now.

I kindly request you to grant me special permission to write the above backlog examinations, even though my term has expired. This opportunity will help me complete my BBA course successfully and move

10/07/2025

To

The Dean Sir,

Faculty of Business Administration

Subject: Request for Permission to Apper in Supplementary Examination.

Respected sir,

I Ch. Srisai Charan of BBA department, ID.No: 190541024. I am writing to respectfully request permission to appear in Supplementry Examination, Permission to appear for Introduction to financial Accounting, course code: 19BB121, which I unfortunately missed when it was orginally conducted. I am sincerely commited to completing my academic requirement and kindly request your approval to allow me to take the supplementary exam.

I kindly request you to accept my permission.

Your sincerely

Ch. Srisai Charan

ID.No: 190541024.

mobile No:- 7993431175

9390969000

To HOD BBA

Sir please put up before BoS & Academic Council for seeking approval

10/7/2025

Dr.M.Kishore Babu Ph.D
Dean-M H S, K L E F