(Applicable to the batch of students admitted in the academic year 2025-2026)

BBA (CBCS) FACULTY OF MANAGEMENT, IIMC

# BBA
# III & IV Semester Syllabus (CBCS)
## (w.e.f. 2025-26)

Applied Knowledge Leads to Growth
IIMC
VASAVI FOUNDATION
HYDERABAD
Estd : 1973

# FACULTY OF MANAGEMENT
# INDIAN INSTITUTE OF MANAGEMENT & COMMERCE
# Autonomous College (UG & PG)

*# 6-1-91, Khairatabad, Hyd- 500 004, T.S*

Chairman
Board of Studies
Dept. of Business Administration
Indian Institute of Management & Commerce
# 6-1-91, Khairatabad, Hyd-500004

INDIAN INSTITUTE OF MANAGEMENT & COMMERCE
6-1-91, KHAIRATABAD, HYD-500 004.

K. RAGHUVEER
PRINCIPAL

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

Dean (Academic)
Indian Institute of Management and Commerce
6-1-91, Khairatabad, Hyderabad-500 004.

# BBA (Regular)

## Programme Outcomes (POs)

On completing the program, the student will be able to:

**PO1:** Apply fundamental knowledge of management, accounting, finance, marketing, human resources, economics and operations to understand and address contemporary business situations.

**PO2:** Analyse business problems using logical, quantitative and analytical approaches and formulate evidence-based solutions for effective managerial decision-making.

**PO3:** Use contemporary digital technologies, business applications and data-driven tools effectively, while demonstrating communication, teamwork and professional competencies required in modern organizations.

**PO4:** Demonstrate ethical conduct, responsible leadership and sensitivity towards social, environmental and sustainability concerns in business and professional practices.

**PO5:** Develop leadership and entrepreneurial capabilities, adaptability, innovation and a commitment to continuous learning for employment, higher education, entrepreneurship and evolving professional careers.

## Program Specific Outcomes (PSOs):

**PSO1:** Analyse organizational and market-related problems using appropriate managerial, quantitative and decision-making techniques.

**PSO2:** Equips with managerial, leadership, communication and entrepreneurial competencies required for entry-level professional and business roles.

**SDG and PO Mapping**

SDG-1-PO5 SDG-4-PO2, PO3 SDG-5-PO5 SDG-9-PO4 SDG-12-PO3, PO4

Chairman
Board of Studies
Dept. of Business Administration
Indian Institute of
Management & Commerce
# 6-1-91, Khairatabad, Hyd-500004.

INSTITUTE OF MANAGEMENT & COMMERCE 6-1-91, KHAIRATABAD, HYD-500 004.

K. RAGHUVEER
PRINCIPAL

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

Dean (Academic)
Indian Institute of Management and Commerce
6-1-91, Khairatabad, Hyderabad-500 004

**(Applicable to the batch of students admitted in the academic year 2025-2026 onwards)**

**BBA – Regular** **Faculty of Management**

**BBA REGULAR**
**CBCS COURSE STRUCTURE**
**w.e.f. 2025-26**

| Sl.No. | Code | Course Title | HPW | Credits | Exam Hrs | Marks |
|---|---|---|---|---|---|---|
| (1) | (2) | (3) | (4) | (5) | (6) | (7) |
| | | **SEMESTER III** | | | | |
| 1. | MJR301 | Fundamentals of Human Resource Management | 5 | 5 | 3 hrs | 70U+30I |
| 2. | MJR302 | Fundamentals of Financial Management | 5 | 5 | 3 hrs | 70U+30I |
| 3. | MJR303 | Business Law and Ethics | 5 | 5 | 3 hrs | 70U+30I |
| 4. | AEC-III | English -III | 5 | 5 | 3 hrs | 70U+30I |
| 5. | SLS-III | Telugu/Hindi/Sanskrit III | 5 | 5 | 3 hrs | 70U+30I |
| | | **Total** | **25** | **25** | | |
| | | **SEMESTER IV** | | | | |
| 1. | MJR401 | Operations Management | 5 | 5 | 3 hrs | 70U+30I |
| 2. | MJR402 | Operations Research | 5 | 5 | 3 hrs | 70U+30I |
| 3. | MJR403 | Business Intelligence (Power BI Lab Practical) | 3T+2P=5 | 5 | 2 ½ hrs | 50U+20P+ 30I |
| 4. | AEC-IV | English-IV | 5 | 5 | 3 hrs | 70U+30I |
| 5. | SLS-IV | Telugu/Hindi/Sanskrit IV | 5 | 5 | 3 hrs | 70U+30I |
| | | **Total** | **25** | **25** | | |

Chairman
Board of Studies
Dept. of Business Administration
Indian Institute of Management & Commerce
# 6-1-91, Khairatabad, Hyd-500004

INDIAN INSTITUTE OF MANAGEMENT & COMMERCE 6-1-91, KHAIRATABAD, HYD-500 004.

K. RAGHUVEER
PRINCIPAL

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

Dean (Academic)
Indian Institute of Management and Commerce
6-1-91, Khairatabad, Hyderabad-500 004.

**(Applicable to the batch of students admitted in the academic year 2025-2026 onwards)**

**BBA – Regular** **Faculty of Management**

**Notes on Programme Structure**

- Language courses (English, Telugu/Hindi/Urdu) are offered under the First Language and Second Language categories. The syllabi for these papers are prescribed by the respective language departments of University.
- MDC (Multi-Disciplinary Course) in Semester V is to be opted for courses offered by other streams / departments.
- SEC (Skill Enhancement Courses) and VAC (Value Added Courses) are offered as electives. The college shall offer at least 3 options per category, and students shall choose one.
- The Internship/Project carries 4 credits in Semester VI. The Summer Internship after Semester IV is a pre-requisite.

Chairman
Board of Studies
Dept. of Business Administration
Indian Institute of
Management & Commerce
# 6-1-91, Khairatabad, Hyd-500004

INSTITUTE OF MANAGEMENT & COMMERCE
6-1-91,
KHAIRATABAD
HYD-500 004.

K. RAGHUVEER
PRINCIPAL

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

Dean (Academic)
Indian Institute of Management and Commerce
6-1-91, Khairatabad, Hyderabad-500 004.

**(Applicable to the batch of students admitted in the academic year 2025-2026 onwards)**

**BBA – Regular** **Faculty of Management**

## SEMESTER – III
## PAPER CODE: MJR301
## FUNDAMENTALS OF HUMAN RESOURCE MANAGEMENT

**Credits:** 5 **Marks:** 70 + 30

**Course Objectives:** The course aims to enable students to:

1. Understand the concepts, nature, scope, functions, evolution, and strategic role of Human Resource Management in contemporary organizations.
2. Explain Human Resource Planning, Human Resource Information Systems (HRIS), job analysis, and job design for effective workforce planning.
3. Apply recruitment and selection techniques, including digital recruitment practices, to attract and retain competent human resources.
4. Examine employee orientation, training, learning, and development practices for enhancing individual and organizational performance.
5. Evaluate performance appraisal systems, compensation management, employee engagement, and emerging trends in Human Resource Management.

**Course Outcomes:** Upon successful completion of the course, students will be able to:

1. Explain the concepts, functions, models, strategic role, and contemporary challenges of Human Resource Management.
2. Apply Human Resource Planning, HRIS, job analysis, and job design techniques to organizational situations.
3. Analyse recruitment and selection methods, including digital recruitment and talent acquisition practices.
4. Evaluate orientation, training, learning, and development programmes for improving employee performance and organizational effectiveness.
5. Design appropriate performance appraisal and compensation strategies that support employee motivation, engagement, and organizational goals.

**Unit – I: Understanding Human Resource Management**

Human Resource Management: Meaning, Nature, Scope, Objectives and Functions of HRM; Evolution of HRM in India; HRM Models; Human Capital Management; Strategic Human Resource Management; HRM Environment; Role and Competencies of HR Manager; Contemporary Issues in HRM; Ethics in HRM; Diversity, Equity and Inclusion (DEI);

**Unit – II: Human Resource Planning, Job Analysis & Job Design**

Human Resource Planning: Meaning, Objectives, Importance, Factors Affecting HRP, Human Resource Planning Process; Concept, Components and Applications; Workforce Planning; Talent Forecasting; Job Analysis: Meaning, Objectives, Process and Methods; Job Description and Job Specification; Job Design: Meaning, Factors Affecting Job Design, Approaches to Job Design, Job Enrichment, Job Rotation, Job Enlargement, Flexible Work Design, Hybrid Work Practices.

**Unit – III: Recruitment and Selection**

Recruitment: Meaning, Objectives, Importance, Sources of Recruitment, Factors Affecting Recruitment, Recruitment Process; Employer Branding; E-Recruitment; Social Media

Chairman
Board of Studies
Dept. of Business Administration
Indian Institute of Management & Commerce
# 6-1-91, Khairatabad, Hyd-500004

K. RAGHUVEER
PRINCIPAL

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

Dean (Academic)
Indian Institute of Management and Commerce
6-1-91, Khairatabad, Hyderabad-500 004.

Recruitment; Artificial Intelligence in Recruitment; Applicant Tracking Systems (ATS); Gig Workforce and Freelance Hiring; Moonlighting: Concept and Implications.

Selection: Meaning, Objectives and Importance; Selection as a Source of Competitive Advantage; Selection Process; Selection Tests; Interviews; Background Verification; Medical Examination; Placement; Induction; Barriers to Effective Selection; Ethical and Legal Issues in Recruitment and Selection.

**Unit – IV: Orientation, Training & Development**

Employee Orientation: Meaning, Objectives, Orientation Programme, Induction Process, Evaluation and Challenges.

Training and Development: Meaning, Importance and Objectives; Training Need Assessment (TNA); Training Process; Methods and Techniques of Training; On-the-job and Off-the-job Training; Learning and Development; E-Learning; Blended Learning; Leadership Development; Career Development; Employee Reskilling and Up skilling; Evaluation of Training Effectiveness using Kirkpatrick's Model.

**Unit – V: Performance Appraisal & Compensation Management**

Performance Appraisal: Meaning, Objectives, Importance, Performance Appraisal Process, Traditional and Modern Methods of Performance Appraisal, 360-Degree Feedback, Performance Management System, Key Performance Indicators (KPIs), Balanced Scorecard.

Compensation Management: Meaning, Objectives, Components of Compensation, Wage and Salary Administration, Incentives, Benefits, Employee Welfare Measures, Rewards and Recognition, Employee Engagement, Compensation Trends, Pay Equity, Introduction to Total Rewards and Flexible Benefits.

**Reference Books:**

1. Dessler, G., & Varkkey, B. (2024) "*Human Resource Management*" (17th ed.). Pearson Publishing House.
2. Aswathappa, K. (2023) "*Human Resource Management: Text and Case's*" (9th ed.). McGraw Hill Publishing House.
3. Armstrong, M., & Taylor, S. (2023) "*Armstrong's Handbook of Human Resource Management" Practice"* (16th ed.). Kogan Page Publishing House.
4. Jyothi, P., & Venkatesh, D. N. (2023) "*Human Resource Management"* (3rd ed.). Oxford University Press.
5. DeCenzo, D. A., Robbins, S. P., & Verhulst, S. L. (2023) "*Fundamentals of Human Resource Management"* (13th ed.). Wiley.
6. Snell, S., Morris, S., & Bohlander, G. (2023) "*Managing Human Resources"* (19th ed.). Cengage Learning Publishing House.
7. Chhabra, T. N. (2022) "*Human Resource Management: Concepts and Issues"*. Dhanpat Rai & Co Publishing House.
8. Rao, V. S. P. (2022) "*Human Resource Management"* (Revised ed.). Taxmann Publications.

Chairman
Board of Studies
Dept. of Business Administration
Indian Institute of Management & Commerce
#6-1-91, Khairatabad, Hyd-500004

INDIAN INSTITUTE OF MANAGEMENT & COMMERCE 6-1-91, KHAIRATABAD, HYD-500 004.

K. RAGHUVEER
PRINCIPAL

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

Dean (Academic)
Indian Institute of Management and Commerce
6-1-91, Khairatabad, Hyderabad-500 004.

**(Applicable to the batch of students admitted in the academic year 2025-2026 onwards)**

**BBA – Regular** **Faculty of Management**

## Mapping of Course Outcomes with Program Outcomes

| CO / PO | PO1 | PO2 | PO3 | PO4 | PO5 |
|---|---|---|---|---|---|
| **CO1** | 3 | 2 | - | 2 | 1 |
| **CO2** | 3 | 3 | 1 | 3 | 2 |
| **CO3** | 3 | 3 | 1 | 3 | 3 |
| **CO4** | 3 | 3 | 1 | 3 | 3 |
| **CO5** | 3 | 3 | 1 | 3 | 3 |

**Mapping scale:** 3 = High, 2 = Moderate, 1 = Low, – = No correlation

Chairman
Board of Studies
Dept. of Business Administration
Indian Institute of
Management & Commerce

INDIAN INSTITUTE OF MANAGEMENT & COMMERCE 6-1-91, KHAIRATABAD, HYD-500 004.

K. RAGHUVEER
PRINCIPAL

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

Dean (Academic)
Indian Institute of Management and Commerce
6-1-91, Khairatabad, Hyderabad-500 004.

**(Applicable to the batch of students admitted in the academic year 2025-2026 onwards)**

**BBA – Regular** **Faculty of Management**

## SEMESTER – III
## PAPER CODE: MJR302
## FUNDAMENTALS OF FINANCIAL MANAGEMENT

**Credits:** 5 **Marks:** 70 + 30

**Course Objectives:** The course aims to enable students to:

1. Understand the fundamental concepts of finance, financial management, financial planning, and the time value of money.
2. Explain financing decisions, capital structure, leverage, and cost of capital for business organizations.
3. Apply capital budgeting techniques for evaluating investment decisions.
4. Analyze working capital requirements and working capital management practices for efficient business operations.
5. Evaluate dividend decisions and dividend policies to maximize shareholder wealth and organizational value.

**Course Outcomes:** Upon successful completion of the course, students will be able to:

1. Explain the concepts, objectives, functions, and principles of financial management and compute the time value of money.
2. Apply capital structure, leverage, and cost of capital concepts in financing decisions.
3. Analyze investment proposals using capital budgeting techniques for financial decision-making.
4. Evaluate working capital requirements and recommend appropriate working capital management strategies.
5. Develop suitable dividend policies by considering shareholder wealth, market conditions, and organizational objectives.

**Unit I: Fundamentals of Finance:**

Fundamentals of Financial Management: Meaning and Scope of Finance; Money and Finance; Business Finance; Finance Function; Financial Management: Meaning, Nature and Objectives; Goals of Financial Management; Role and Responsibilities of Financial Manager; Financial Decisions; Organization of Finance Function

Time Value of Money and Contemporary Finance: Time Value of Money; Future Value and Present Value (Simple Problems); Discounting and Compounding Concepts; Introduction to Financial Planning; Digital Finance and FinTech; ESG and Sustainable Finance.

**Unit II: Financial Decision:**

Capital Structure: Financing Decisions; Financial Structure and Capital Structure; Classification of Capital Structure; Factors Affecting Capital Structure; Optimum Capital Structure; EBIT–EPS Analysis with Simple Problems.

Leverages and Cost of Capital: Operating Leverage; Financial Leverage; Combined; Leverage; Cost of Capital; Types of Cost of Capital with Simple Problems; Weighted Average Cost of Capital Financing through Equity, Preference Shares, Debentures and Retained Earnings.

Chairman
Board of Studies
Dept. of Business Administration
Indian Institute of Management & Commerce
# 6-1-91, Khairatabad, Hyd-500004

INDIAN INSTITUTE OF MANAGEMENT & COMMERCE 6-1-91, KHAIRATABAD, HYD-500 004.

K. RAGHUVEER
PRINCIPAL

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

Dean (Academic)
Indian Institute of Management and Commerce
6-1-91, Khairatabad, Hyderabad-500 004

**Unit III: Investment Decisions:**

Capital Budgeting: Meaning and Importance of Capital Budgeting; Features; Capital Budgeting Process; Investment Decision Framework

Capital Budgeting Techniques: Payback Period; Accounting Rate of Return; Net Present Value; Internal Rate of Return; Profitability Index; Capital Budgeting under Risk; Project Evaluation using MS Excel ; Simple Problems

**Unit IV: Working Capital Management**

Working Capital Concepts: Meaning and Importance; Types of Working Capital; Determinants of Working Capital; Sources of Working Capital; Working Capital Policies

Working Capital Estimation: Operating Cycle; Cash Conversion Cycle; Estimation of Working Capital Requirements; Inventory, Receivables and Cash Management; Working Capital Financing; Simple Problems

**Unit V: Dividend Decision**

Dividend Policy: Meaning and Types of Dividend; Objectives of Dividend Policy; Determinants of Dividend Policy; Forms of Dividend; Issues in Dividend Decisions

Dividend Theories: Dividend Policy and Firm Value; Walter's Model; Gordon's Model; MM Dividend Irrelevance Theory; Share Buyback; Dividend Decisions in Modern Corporations; Sustainable Dividend Policy.

**Reference Books:**

1. Ross, S. A., Westerfield, R. W., & Jaffe, J. (2023). *"Corporate Finance"* (13th ed.). McGraw Hill.
2. Brealey, R. A., Myers, S. C., & Allen, F. (2023). *"Principles of Corporate Finance"* (14th ed.). McGraw Hill.
3. Rustagi, R. P. (2022). *"Financial Management: Theory, Concepts and Problems"* (7th ed.). Taxmann Publications.
4. Srivastava, R., & Misra, A. (2022). *"Financial Management"* (3rd ed.). Oxford University Press.
5. Brigham, E. F., & Houston, J. F. (2022). *"Fundamentals of Financial Management"* (16th ed.). Cengage Learning.
6. Chandra, P. (2022). *"Financial Management: Theory and Practice"*(11th ed.). McGraw Hill India.
7. Maheshwari, S. N. (2021). *"Financial Management: Principles and Practice"* (16th ed.). Sultan Chand & Sons.
8. Van Horne, J. C., & Wachowicz, J. M. (2020). *"Fundamentals of Financial Management"* (13th ed.). Pearson.

Chairman
Board of Studies
Dept. of Business Administration
Indian Institute of
Management & Commerce
# 6-1-91, Khairatabad, Hyd-500004

INDIAN INSTITUTE OF MANAGEMENT & COMMERCE 6-1-91, KHAIRATABAD, HYD-500 004.

K. RAGHUVEER
PRINCIPAL

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

Dean (Academic)
Indian Institute of Management and Commerce
6-1-91, Khairatabad, Hyderabad-500 004.

**(Applicable to the batch of students admitted in the academic year 2025-2026 onwards)**

**BBA – Regular** **Faculty of Management**

**Mapping of Course Outcomes with Program Outcomes**

| CO / PO | PO1 | PO2 | PO3 | PO4 | PO5 |
|---|---|---|---|---|---|
| CO1 | 3 | 2 | 1 | - | 1 |
| CO2 | 3 | 3 | 3 | - | 3 |
| CO3 | 3 | 3 | 3 | 1 | 3 |
| CO4 | 3 | 3 | 3 | 1 | 3 |
| CO5 | 3 | 3 | 3 | 2 | 3 |

**Mapping scale:** 3 = High, 2 = Moderate, 1 = Low, – = No correlation

Chairman
Board of Studies
Dept. of Business Administration
Indian Institute of
Management & Commerce
6-1-91, Khairatabad, Hyd-500004

INDIAN INSTITUTE OF MANAGEMENT & COMMERCE 6-1-91 KHAIRATABAD HYD-500 004

K RAGHUVEER
PRINCIPAL

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

Dean (Academic)
Indian Institute of Management and Commerce
6-1-91, Khairatabad, Hyderabad-500 004

**(Applicable to the batch of students admitted in the academic year 2025-2026 onwards)**

**BBA – Regular** **Faculty of Management**

## SEMESTER – III
## PAPER CODE: MJR303
## BUSINESS LAW AND ETHICS

**Credits:** 5 **Marks:** 70 + 30

**Course Objectives:** The course aims to enable students to:

1. Understand the fundamental principles of Business Law, the Indian Legal System, and the provisions of the Indian Contract Act, 1872 applicable to business transactions.
2. Explain the legal framework governing contracts for the sale of goods and the rights and obligations of buyers and sellers under the Sale of Goods Act, 1930.
3. Examine consumer protection laws and Intellectual Property Rights (IPR) for promoting ethical and legally compliant business practices.
4. Understand the legal provisions relating to company management, corporate governance, meetings, and winding up under the Companies Act, 2013.
5. Evaluate ethical issues in business, Corporate Social Responsibility (CSR), Environmental, Social and Governance (ESG) practices, and responsible business conduct.

**Course Outcomes:** Upon successful completion of the course, students will be able to:

1. Explain the fundamentals of Business Law, the Indian Legal System, and the essential elements of valid contracts under the Indian Contract Act, 1872.
2. Apply the provisions of the Sale of Goods Act, 1930 to business transactions involving contracts of sale and rights of buyers and sellers.
3. Analyze consumer disputes and intellectual property issues by applying the provisions of consumer protection laws and Intellectual Property Rights.
4. Evaluate legal provisions relating to company management, directors, corporate meetings, and winding up procedures under the Companies Act, 2013.
5. Develop ethical and socially responsible business decisions by integrating principles of business ethics, CSR, ESG, and corporate governance.

**Unit – I: Introduction to Business Law & Indian Contract Act, 1872**

Meaning, Nature and Scope of Business Law; Sources of Business Law; Overview of the Indian Legal System; Classification of Laws; Business Environment and Legal Compliance. Indian Contract Act, 1872: Offer, Acceptance and Consideration—Meaning, Essentials and Legal Rules; Capacity to Contract; Free Consent; Legality of Object; Essentials of a Valid Contract; Types of Contracts; Breach of Contract; Remedies for Breach of Contract; Digital Contracts.

**Unit – II: Sale of Goods Act, 1930**

Contract of Sale: Meaning, Essentials and Formation of Contract of Sale; Sale and Agreement to Sell; Goods—Meaning and Classification; Conditions and Warranties; Doctrine of Caveat Emptor and its Exceptions; Transfer of Property in Goods; Performance of Contract of Sale; Rights and Duties of Buyer and Seller; Unpaid Seller and Rights of an Unpaid Seller; Introduction to Consumer Transactions in E-Commerce.

Chairman
Board of Studies
Dept. of Business Administration
Indian Institute of Management & Commerce
Khairatabad, Hyd-500004

INDIAN INSTITUTE OF MANAGEMENT & COMMERCE 6-1-91, KHAIRATABAD, HYD-500 004.

K. RAGHUVEER
PRINCIPAL

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University



Dean (Academic)
Indian Institute of Management and Commerce
6-1-91, Khairatabad, Hyderabad-500 004.

**Unit – III: Consumer Protection & Intellectual Property Rights**

Consumer Protection Act: Meaning of Consumer, Goods, Services, Consumer Rights, Consumer Responsibilities, Deficiency in Service, Unfair Trade Practices, Product Liability, Consumer Dispute Redressal Mechanism, Consumer Commissions and Appeals.

Intellectual Property Rights (IPR): Meaning and Importance of IPR; Trademarks—Registration and Protection; Patents—Meaning and Types; Copyrights—Rights of Copyright Owner; Geographical Indications (GI); Designs and Trade Secrets; Intellectual Property in the Digital Environment.

**Unit – IV: Management of Companies, Meetings & Winding Up**

Companies Act, 2013: Directors and Managing Directors-Qualifications, Appointment, Duties, Powers, Liabilities, Removal and Disqualification.

Company Meetings: Types of Meetings; Notice, Agenda, Quorum, Minutes and Resolutions.

Corporate Governance: Meaning, Principles and Importance; Independent Directors; Board Committees

Winding Up of Companies: Meaning, Modes of Winding Up, Insolvency, Role of National Company Law Tribunal (NCLT).

**Unit – V: Business Ethics & Corporate Social Responsibility**

Business Ethics: Meaning, Nature, Importance and Levels of Business Ethics; Ethical Decision-Making; Five Myths about Business Ethics; Kohlberg's Stages of Moral Development; Carol Gilligan's Theory; Principles of Business Ethics.

Corporate Social Responsibility (CSR): Meaning, Objectives and Significance; CSR under the Companies Act, 2013; CSR Activities; ESG (Environmental, Social and Governance) Framework; Corporate Governance and Accountability; Business Sustainability; Responsible Business Conduct; Ethics in Artificial Intelligence and Digital Business.

**Reference Books:**

1. Taxmann Editorial Board. (2024). "*Companies Act, 2013 with Rules*". Taxmann Publications.
2. Bangia, R. K. (2024). "*Indian Contract Act* "(17th ed.). Allahabad Law Agency Publishing House.
3. Gulshan, S. S. (2023). "*Business Law*" (7th ed.). Excel Books Publishing House.
4. Kuchhal, M. C., & Kuchhal, V. (2023). "*Mercantile Law*" (9th ed.). Vikas Publishing House.
5. Tulsian, P. C., & Tulsian, B. (2023). "*Business Law*" (4th ed.). McGraw Hill India Publishing House.
6. Meiners, R. E., Ringleb, A. H., & Edwards, F. L. (2023). "*The Legal Environment of Business*" (14th ed.). Cengage Learning Publishing House.
7. Miller, R. L. (2022). "*Business Law Today: Comprehensive*" (13th ed.). Cengage Learning Publishing House.
8. Singh, A. (2022). "*Principles of Mercantile Law*" (11th ed.). Eastern Book Company.

Chairman
Board of Studies
Dept. of Business Administration
Indian Institute of Management & Commerce
# 6-1-91, Khairatabad, Hyd-5...

INDIAN INSTITUTE OF MANAGEMENT & COMMERCE 6-1-91, KHAIRATABAD, HYD-500 004.

K. RAGHUVEER
PRINCIPAL

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

Dean (Academic)
Indian Institute of Management and Commerce
6-1-91, Khairatabad, Hyderabad-500 004.

**(Applicable to the batch of students admitted in the academic year 2025-2026 onwards)**

**BBA – Regular** **Faculty of Management**

## Mapping of Course Outcomes with Program Outcomes

| CO / PO | PO1 | PO2 | PO3 | PO4 | PO5 |
|---|---|---|---|---|---|
| CO1 | 3 | 2 | 2 | - | 1 |
| CO2 | 3 | 3 | 3 | 2 | 2 |
| CO3 | 3 | 3 | 3 | 1 | 3 |
| CO4 | 3 | 3 | 3 | 2 | 3 |
| CO5 | 3 | 3 | 3 | 1 | 3 |

**Mapping scale:** 3 = High, 2 = Moderate, 1 = Low, – = No correlation

Chairman
Board of Studies
Dept. of Business Administration
Indian Institute of
Management & Commerce
Hyd-500004

INDIAN INSTITUTE OF MANAGEMENT & COMMERCE
6-1-91, KHAIRATABAD, HYD-500 004.

K. RAGHUVEER
PRINCIPAL

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

Dean (Academic)
Indian Institute of Management and Commerce
6-1-91, Khairatabad, Hyderabad-500 004.

**(Applicable to the batch of students admitted in the academic year 2025-2026 onwards)**

**BBA – Regular** **Faculty of Management**

## SEMESTER – IV
## PAPER CODE: MJR401
## OPERATIONS MANAGEMENT

**Credits:** 5 **Marks:** 70 + 30

**Course Objectives"** The course aims to enable students to:

1. Understand the concepts, scope, functions, and strategic importance of Production and Operations Management in manufacturing and service organizations.
2. Explain production planning, production control, facility location, plant layout, and capacity planning for efficient operations.
3. Analyze quality management systems, statistical quality control techniques, and continuous improvement practices for enhancing organizational performance.
4. Evaluate productivity improvement techniques through work study, method study, and work measurement.
5. Apply materials and inventory management techniques for effective utilization of organizational resources and supply chain efficiency.

**Course Outcomes:** Upon successful completion of the course, students will be able to:

1. Explain the concepts, functions, process technologies, and emerging trends in Production and Operations Management.
2. Apply production planning, scheduling, facility location, and plant layout principles to operational decision-making.
3. Analyze quality management practices and apply statistical quality control techniques for process improvement.
4. Evaluate productivity using work study techniques and recommend measures for improving operational efficiency.
5. Develop appropriate materials and inventory management strategies for effective resource utilization and organizational performance.

**Unit – I: Introduction to Production and Operations Management**

Fundamentals of Production and Operations Management: Production and Operations Management: Meaning, Nature, Scope, Objectives, Evolution and Importance; Functions of Operations Management; Production System; Manufacturing and Service Operations; Interface of Operations Management with Marketing, Finance, Human Resource Management and Supply Chain Management.

Process Technologies and Emerging Trends: Process Technologies: Project, Job Shop, Batch, Assembly Line and Continuous Production Systems; Selection of Production Process; Recent Trends in Operations Management including Lean Manufacturing, Industry 4.0, Smart Manufacturing, Automation, Digital Operations, Sustainable Operations and Green Manufacturing .

**Unit – II: Operations Planning**

Production Planning and Control: Production Planning: Meaning, Objectives and Functions; Production Planning Process; Production Control; Scheduling; Routing; Loading; Dispatching; Product Sequencing with Simple Problems.

Facility Planning: Facility Location: Meaning, Importance and Factors Affecting Plant Location; Plant Capacity: Meaning and Capacity Planning; Plant Layout: Objectives,

Chairman
Board of Studies
Dept. of Business Administration
Indian Institute of Management & Commerce
#6-1-91, Khairatabad, Hyd-500004

INDIAN INSTITUTE OF MANAGEMENT & COMMERCE 6-1-91, KHAIRATABAD, HYD-500 004.

K. RAGHUVEER
PRINCIPAL

Dr. Y. Jam...
Profess...
Department of Busines... Management
Osmania Univ...



Dean (Academic)
Indian Institute of Management and Commerce
6-1-91, Khairatabad, Hyderabad-500 00...

Principles and Types of Layout; Factors Affecting Plant Layout; Introduction to Facility Design and Workplace Safety.

**Unit – III: Quality Management**

Quality Management Systems: Quality: Meaning, Dimensions and Importance; Standards and Specifications; Quality Assurance; Quality Control; Quality Circles; Continuous Improvement; Total Quality Management (TQM); Six Sigma .

Statistical Quality Control: Statistical Quality Control: Objectives and Applications; Control Charts for Variables ($\bar{X}$ Chart and R Chart); Control Charts for Attributes (p, np and c Charts); Process Capability; Quality Improvement in Manufacturing and Service Organizations.

**Unit – IV: Productivity Improvement**

Productivity Concepts: Productivity: Meaning, Importance and Measurement; Factors Affecting Productivity; Productivity Improvement Techniques; Work Study: Meaning, Objectives and Importance.

Method Study and Work Measurement: Method Study: Objectives, Procedure and Process Charts; Work Measurement: Time Study, Standard Time and Work Sampling; Ergonomics; Continuous Improvement through Kaizen and 5S Concepts

**Unit – V: Materials and Inventory Management**

Materials Management: Materials Management: Meaning, Objectives and Scope; Purchasing; Vendor Selection and Vendor Evaluation; Stores Management: Functions and Importance; Materials Handling; Introduction to Supply Chain Management and Logistics.

Inventory Management: Inventory Management: Meaning, Objectives and Importance; Inventory Costs; Economic Order Quantity (EOQ) with Simple Problems; Inventory Control Techniques; ABC, VED and FNSD Analysis; Inventory Record Systems; Introduction to Just-in-Time (JIT) Inventory and Digital Inventory Management.

**Reference Books:**

1. S.N. Chary, (2024), "*Production and Operations Management*", (6th ed.), McGraw Hill Publishing House.
2. Khanna, R. B. (2023). "*Production and Operations Management*" (3rd ed.). PHI Learning.
3. Heizer, J., Render, B., & Munson, C. (2022). "*Operations Management: Sustainability and Supply Chain Management*" (13th ed.). Pearson Publishing House.
4. Slack, N., Brandon-Jones, A., & Burgess, N. (2022). "*Operations and Process Management*" (6th ed.). Pearson Publishing House.
5. Krajewski, L. J., Malhotra, M. K., & Ritzman, L. P. (2021). "*Operations Management: Processes and Supply Chains*" (13th ed.). Pearson Publishing House.
6. Stevenson, W. J. (2021). "*Operations Management*" (14th ed.). McGraw Hill. Publishing House.
7. Aswathappa, K., & Sridhara Bhat, K. (2021). "*Production and Operations Management*". Himalaya Publishing House.
8. Mahadevan, B. (2020). "*Operations Management: Theory and Practice*" (3rd ed.). Pearson Publishing House.

Chairman
Board of Studies
Dept. of Business Administration
Indian Institute of Management & Commerce

INDIAN INSTITUTE OF MANAGEMENT & COMMERCE 6-1-91, KHAIRATABAD, HYD-500 004.

K. RAGHUVEER
PRINCIPAL

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

Dean (Academic)
Indian Institute of Management and Commerce
6-1-91, Khairatabad, Hyderabad-500 004.

**(Applicable to the batch of students admitted in the academic year 2025-2026 onwards)**

**BBA – Regular** **Faculty of Management**

## Mapping of Course Outcomes with Program Outcomes

| CO / PO | PO1 | PO2 | PO3 | PO4 | PO5 |
|---|---|---|---|---|---|
| CO1 | 3 | 2 | 2 | 2 | 2 |
| CO2 | 3 | 3 | 3 | 2 | 2 |
| CO3 | 3 | 3 | 3 | 3 | 2 |
| CO4 | 3 | 3 | 3 | 3 | 2 |
| CO5 | 3 | 3 | 3 | 2 | 3 |

**Mapping scale:** 3 = High, 2 = Moderate, 1 = Low, – = No correlation

Chairman
Board of Studies
Dept. of Business Administration
Indian Institute of
Management & Commerce
# 6-1-91, Khairatabad, Hyd-500004

INDIAN INSTITUTE OF MANAGEMENT & COMMERCE
6-1-91, KHAIRATABAD, HYD-500 004.

K. RAGHUVEER
PRINCIPAL

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

Dean (Academic)
Indian Institute of Management and Commerce
6-1-91, Khairatabad, Hyderabad-500 004.

**(Applicable to the batch of students admitted in the academic year 2025-2026 onwards)**

**BBA – Regular** **Faculty of Management**

## SEMESTER – IV
## PAPER CODE: MJR402
## OPERATIONS RESEARCH

**Credits:** 5 **Marks:** 70 + 30

**Course Objectives:** The course aims to enable students to:

1. Understand the concepts, scope, applications, and mathematical models of Operations Research for managerial decision-making.
2. Apply Linear Programming, Transportation, and Assignment models to optimize organizational resources.
3. Analyze project planning and scheduling using Network Analysis techniques such as CPM and PERT.
4. Evaluate queuing models for improving service efficiency and operational performance.
5. Apply Game Theory to analyze competitive business situations and support strategic decision-making.

**Course Outcomes:** Upon successful completion of the course, students will be able to:

1. Explain the concepts, scope, applications, and limitations of Operations Research and formulate Linear Programming Problems.
2. Apply Linear Programming, Transportation, and Assignment models to optimize business decisions.
3. Analyze project schedules using CPM and PERT techniques and determine the critical path.
4. Evaluate waiting line systems using queuing models for improving service efficiency.
5. Develop strategic solutions to competitive business problems using Game Theory models.

**Unit – I: Introduction to Operations Research and Linear Programming**

Operations Research: History, Meaning, Nature, Scope, Characteristics and Importance; Managerial Applications; OR Methodology; Models in Operations Research; Advantages and Limitations of Operations Research; Role of OR in Business Decision Making.

Linear Programming: Meaning, Assumptions, Components and Applications; Formulation of Linear Programming Problems (LPP); Graphical Method; Simplex Method (Simple Problems involving up to three variables); Interpretation of Optimal Solution; Business Applications of LPP.

**Unit – II: Transportation and Assignment Problems**

Transportation Problem: Meaning, Objectives and Managerial Applications; Mathematical Formulation; Initial Basic Feasible Solution (IBFS); North-West Corner Method; Least Cost Method; Vogel's Approximation Method (VAM); Introduction to Optimality Test.

Assignment Problem: Meaning and Mathematical Formulation; Hungarian Method; Maximization and Minimization Problems; Unbalanced Assignment Problems; Managerial Applications in Employee Assignment, Job Scheduling and Resource Allocation.

Chairman
Board of Studies
Dept. of Business Administration
Indian Institute of Management & Commerce
6-1-91, Khairatabad, Hyd-500004

INDIAN INSTITUTE OF MANAGEMENT & COMMERCE 6-1-91, KHAIRATABAD, HYD-500 004

K. RAGHUVEER
PRINCIPAL

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

Dean (Academic)
Indian Institute of Management and Commerce
6-1-91, Khairatabad, Hyderabad-500 004

**Unit – III: Network Analysis**

Critical Path Method (CPM): Network Analysis: Meaning and Applications; Network Construction; Fulkerson's Rules; Event and Activity; Forward Pass and Backward Pass; Earliest Start (ES), Earliest Finish (EF), Latest Start (LS) and Latest Finish (LF); Slack and Float; Determination of Critical Path.

Programme Evaluation and Review Technique (PERT): Concepts, Time Estimates (Optimistic, Most Likely and Pessimistic); Expected Time and Variance; Project Scheduling and Monitoring; Comparison of CPM and PERT; Applications in Business Project Management.

**Unit – IV: Queuing Theory**

Queuing Theory: Meaning and Objectives; Components of a Queuing System; Queue Structure; Arrival Pattern; Service Mechanism; Queue Discipline; Operating Characteristics of Queues; Deterministic and Probabilistic Queuing Models.

Single Server Queuing Model (Simple Problems); Performance Measures of Waiting Line Systems; Applications in Banks, Hospitals, Retail Stores and Service Organizations; Introduction to Customer Experience and Service Efficiency.

**Unit – V: Game Theory**

Game Theory: Meaning, Characteristics and Applications; Competitive Decision Making; Two-Person Zero-Sum Games; Pure Strategies; Saddle Point; Maximin and Minimax Principles.

Solution Methods: Mixed Strategies; Dominance Principle; Solution of Games without Saddle Point using Graphical and Algebraic Methods; Applications of Game Theory in Business Strategy, Pricing Decisions, Advertising Competition and Market Entry Decisions.

**Reference Books:**

1. Sharma, J. K. (2023). *Operations Research: Theory and Applications* (7th ed.). Trinity Press.
2. Yadav, S. R., & Malik, A. K. (2023). *Operations Research*. Oxford University Press.
3. Winston, W. L. (2022). *Operations Research: Applications and Algorithms* (4th ed.). Cengage Learning.
4. Hillier, F. S., & Lieberman, G. J. (2021). *Introduction to Operations Research* (11th ed.). McGraw Hill.
5. Kapoor, V. K. (2020). *Operations Research: Concepts, Problems and Solutions*. Sultan Chand & Sons.
6. Taha, H. A. (2017). *Operations Research: An Introduction* (10th ed.). Pearson.
7. Swarup, K., Gupta, P. K., & Mohan, M. (2020). *Operations Research*. Sultan Chand & Sons.
8. Panneerselvam, R. (2016). *Operations Research* (2nd ed.). PHI Learning.

Chairman
Board of Studies
Dept. of Business Administration
Indian Institute of Management & Commerce
#6-1-91, Khairatabad, Hyderabad

K. RAGHUVEER
PRINCIPAL

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

Dean (Academic)
Indian Institute of Management and Commerce
6-1-91, Khairatabad, Hyderabad-500 004

**(Applicable to the batch of students admitted in the academic year 2025-2026 onwards)**

**BBA – Regular** **Faculty of Management**

## Mapping of Course Outcomes with Program Outcomes

| CO / PO | PO1 | PO2 | PO3 | PO4 | PO5 |
|---|---|---|---|---|---|
| CO1 | 3 | 3 | 2 | - | 1 |
| CO2 | 3 | 3 | 3 | 1 | 2 |
| CO3 | 3 | 3 | 3 | 1 | 3 |
| CO4 | 3 | 3 | 3 | 2 | 3 |
| CO5 | 3 | 3 | 3 | 2 | 3 |

**Mapping scale:** 3 = High, 2 = Moderate, 1 = Low, – = No correlation

Chairman
Board of Studies
Dept. of Business Administration
Indian Institute of
Management & Commerce
# 6-1-91, Khairatabad, Hyd-500004

INDIAN INSTITUTE OF MANAGEMENT & COMMERCE
6-1-91, KHAIRATABAD, HYD-500 004.

K. RAGHUVEER
PRINCIPAL

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

Dean (Academic)
Indian Institute of Management and Commerce
6-1-91, Khairatabad, Hyderabad-500 004.

**(Applicable to the batch of students admitted in the academic year 2025-2026 onwards)**

**BBA – Regular** **Faculty of Management**

**SEMESTER – IV**
**PAPER CODE: MJR403**
**BUSINES INTELLIGENCE**

**Credits:** 5 **Marks:** 50 + 20+30

**Course Objectives:** The course aims to enable students to:

1. Understand the fundamentals of Business Intelligence (BI) and its role in modern business decision-making.
2. Develop skills in collecting, cleaning, integrating, and managing business data from different sources.
3. Develop practical proficiency in BI tools such as Microsoft Power BI for data visualization and dashboard development.
4. Enable students to create interactive reports and dashboards for monitoring business performance.
5. Create awareness of ethical, privacy, security, and governance issues associated with business data and analytics.

**Course Outcomes:** Upon successful completion of the course, students will be able to:

1. Explain the concepts, components, applications, and importance of Business Intelligence in organizations.
2. Apply data cleaning, transformation, and integration techniques to improve the quality and usability of business data.
3. Analyze business data to identify trends, patterns, relationships, and performance indicators.
4. Develop interactive dashboards and reports using BI tools such as Microsoft Power BI.
5. Demonstrate awareness of data ethics, privacy, security, and responsible use of business information.

**Unit-I: Introduction to Business Intelligence (BI)**

Definition, concept, scope, objectives and characteristics of BI; history and evolution of Business Intelligence from traditional reporting and Management Information Systems to modern data-driven BI; styles of BI – strategic, tactical and operational BI; Real-Time Business Intelligence – concept, need, characteristics, real-time data processing, alerts and monitoring; BI Value Chain – data sources, collection, integration, storage, processing, analytics, visualization, insights and decision-making; BI Architecture – data sources, ETL/ELT, data warehouse, data marts, OLAP, analytical tools, reporting systems, dashboards and visualization; overview of cloud-based and self-service BI.

**Unit-II: Data warehousing and Data mining**

Date Warehousing (DWH): - Definition, Characteristics, types,-Date warehousing frame work, Data Warehousing architecture, Alternative architectures, Data ware housing integration, Data ware housing- Development approaches, Real time data warehousing.
Data Mining: - Definition, Characteristics, Benefits, Data mining functions, Data mining applications, Data mining techniques and tools. Text mining, Web mining.

**Unit III: Business Performance Measurement (BPM)**

Meaning, definition, nature, scope, objectives and importance of BPM; BPM vs. Business Intelligence (BI) and relationship between BPM, BI and Business Analytics; overview and

Chairman
Board of Studies
Dept. of Business Administration
Indian Institute of Management & Com...

INDIAN INSTITUTE OF MANAGEMENT & COMMERCE 6-1-91, KHAIRATABAD, HYD-500 004

K. RAGHUVEER
PRINCIPAL

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

Dean (Academic)
Indian Institute of Management and Commerce
6-1-91, Khairatabad, Hyderabad-500 004

stages of the BPM process, Critical Success Factors (CSFs), selection of Key Performance Indicators (KPIs), BPM methodologies; BPM architecture, dashboard interface; applications of BPM in finance, marketing, sales, human resources, operations, supply chain and healthcare; Performance Dashboards- concept, objectives, types, strategic/tactical/operational dashboards, dashboard design principles,

**Unit-IV: Data Visualization**

Data Visualization: Definition, objectives and importance of data visualization; principles and techniques of effective visualization; types of charts, graphs, tables, dashboards and interactive visualizations; new directions in Data Visualization – interactive dashboards, real-time visualization, storytelling with data, AI-assisted visualization and advanced visual analytics; Geographic Information System (GIS); GIS vs GPS.

**Unit-V: Business Intelligence implementation and emerging trends**

Implementing Business Intelligence-Implementation Factors, Critical success factors of Business implementation, Managerial issues related to BI implementation, Business Intelligence and integration -Types, Need, and Levels of Business Intelligence integration. Emerging trends in Business Intelligence implementation, Social networks and Business Intelligence, Collaborative decision making, Reality mining.

**Reference Books:**

1. Turban, Sharada, Delen, King (2025), Business Intelligence-A Managerial Approach, - Pearson -2nd Edition.
2. Anoop V K Kumar, "Business Intelligence demystified" 1st edition 2022, BPB publications
3. Joshi, P. M. & Mahalle, P. N. (2022). *Data Storytelling and Visualization with Tableau: A Hands-on Approach*, CRC Press
4. Sharda, R., Delen, D. & Turban, E. (2020). *Business Intelligence, Analytics, and Data Science: A Managerial Perspective*, 5th Edition, Pearson.
5. Turban, Sharada, Delen, King (2019), Business Intelligence, Analytics and Data Science, 4th Ed, Pearson Publications.
6. Ferrari, A. & Russo, M. (2019). *Analyzing Data with Microsoft Power BI and Power Pivot for Excel*, Microsoft Press
7. Ramesh Sharda, Turban E, (2018), Business Intelligence and analytics, 10th Edition, Pearson Books
8. Lather A S, Anil K Saini "Business Intelligence and data warehousing" 2018, Narosa publication

Chairman
Board of Studies
Dept. of Business Administration
Indian Institute of
Management & Commerce

INDIAN INSTITUTE OF MANAGEMENT & COMMERCE 6-1-91, KHAIRATABAD, HYD-500 004.

K. RAGHUVEER
PRINCIPAL

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

Dean (Academic)
Indian Institute of Management and Commerce
6-1-91, Khairatabad, Hyderabad-500 004.

**(Applicable to the batch of students admitted in the academic year 2025-2026 onwards)**

**BBA – Regular** **Faculty of Management**

## Mapping of Course Outcomes with Program Outcomes

| CO / PO | PO1 | PO2 | PO3 | PO4 | PO5 |
|---|---|---|---|---|---|
| CO1 | 3 | 2 | 1 | - | 2 |
| CO2 | 2 | 3 | 2 | 1 | 2 |
| CO3 | 1 | 3 | 3 | 2 | 2 |
| CO4 | 2 | 2 | 3 | 3 | 2 |
| CO5 | 1 | 2 | 2 | 3 | 3 |

**Mapping scale:** 3 = High, 2 = Moderate, 1 = Low, – = No correlation

Chairman
Board of Studies
Dept. of Business Administration
Indian Institute of
Management & Commerce
# 6-1-91, Khairatabad, Hyd-500004

INDIAN INSTITUTE OF MANAGEMENT & COMMERCE 6-1-91 KHAIRATABAD, HYD-500 004.

K. RAGHUVEER
PRINCIPAL

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

Dean (Academic)
Indian Institute of Management and Commerce
6-1-91, Khairatabad, Hyderabad-500 004.

**(Applicable to the batch of students admitted in the academic year 2025-2026 onwards)**

**BBA – Regular** **Faculty of Management**

**SEMESTER- IV**
**PAPER CODE: MJR403**
**BUSINESS INTELLIGENCE**
**(POWER BI LAB PRACTICAL)**

Total Marks: 20 Marks

Record : 05 Marks
Practical's: 10 Marks
Viva : 5 Marks

**Course Objectives:** The course aims to enable students to:

1. To develop practical skills in using Business Intelligence tools such as Power BI and Tableau for business data analysis.
2. To enable students to prepare, analyze, visualize, and interpret business data using interactive reports and dashboards.
3. To develop the ability to communicate data-driven insights and solve real-world business problems through Business Intelligence applications.

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

1. Demonstrate practical proficiency in using Power BI and Tableau to import, clean, transform, and analyze business datasets.
2. Create interactive dashboards, reports, KPIs, and visualizations to identify trends and patterns in business data.
3. Apply Business Intelligence techniques to real-world business problems, communicate insights effectively, and support data-driven managerial decision-making

**UNIT- I: Introduction to Business Intelligence Tools:**

Introduction to Business Intelligence and Business Analytics, Overview of Microsoft Power BI and Tableau, Power BI Desktop and Tableau interface, Connecting to Excel, CSV/Text files and other data sources, Importing and exploring business datasets, Basic data cleaning and transformation, Creating tables, charts and basic visualizations, Sorting, filtering and grouping data, Creating basic calculated fields and measures.

**UNIT –II: Interactive Dashboards and Reports:**

Principles of dashboard design, Creating KPIs and performance indicators, Interactive charts and visualizations, Filters, slicers and parameters, Drill-down and drill-through analysis, Creating calculated measures and ratios, Dashboard layout and formatting, Combining multiple, visualizations into a single dashboard, Publishing and sharing reports, Creating interactive dashboards using Power BI and Tableau

**UNIT - III: Data Storytelling and Business Intelligence Project**

Data storytelling: concept and importance, Identifying trends, patterns and business insights, Selecting appropriate visualizations, Designing effective data narratives, Communicating analytical findings, Developing actionable business recommendations, Business Intelligence project planning, Data preparation, analysis and visualization, Dashboard development and presentation, Interpretation of results and managerial decision-making.

Chairman
Board of Studies
Dept. of Business Administration
Indian Institute of Management & Commerce
# 6-1-91, Khairatabad, Hyderabad-500004

INDIAN INSTITUTE OF MANAGEMENT & COMMERCE 6-1-91, KHAIRATABAD, HYD-500 004.

K. RAGHUVEER
PRINCIPAL

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

Dean (Academic)
Indian Institute of Management and Commerce
6-1-91, Khairatabad, Hyderabad-500 004.

**Suggested Practical List**

1. Introduction to Power BI and Tableau interfaces
2. Import an Excel/CSV dataset into Power BI.
3. Connect a business dataset to Tableau.
4. Data cleaning and transformation
5. Creating basic charts and visualizations
6. Creating calculated fields and measures
7. Creating KPIs and performance indicators
8. Create basic measures/calculated fields for sales, profit and quantity
9. Developing an interactive Sales Dashboard
10. Developing a Customer/Marketing Dashboard
11. Applying filters, slicers, parameters and drill-down
12. Creating an interactive management report
13. Data storytelling and insight presentation
14. Comprehensive Business Intelligence mini project

**Reference Books**

1. Marr, B. (2024). *Data Strategy: How to Profit from a World of Big Data, Analytics and AI*. Kogan Page.
2. Ferrari, A., & Russo, M. (2024). *Introducing Microsoft Power BI*. Microsoft Press.
3. Rad, R., & Venkata, S. (2023). *Mastering Microsoft Power BI*. Packt Publishing.
4. Murray, D. G. (2022). *Tableau Your Data! Fast and Easy Visual Analysis with Tableau Software*. Wiley.
5. Laudon, K. C., & Laudon, J. P. (2022). *Management Information Systems: Managing the Digital Firm*. Pearson.
6. Wexler, S., Shaffer, J., & Cotgreave, A. (2017). *The Big Book of Dashboards*. Wiley.
7. Few, S. (2013). *Information Dashboard Design: Displaying Data for At-a-Glance Monitoring*. Analytics Press.

Chairman
Board of Studies
Dept. of Business Administration
Indian Institute of Management & Commerce
# 6-1-91, Khairatabad, Hyderabad-500 004

K. RAGHUVEER
PRINCIPAL

Dr. Y. Jahangir
Professor
Department of Business Manageme
Osmania University

Dean (Academic)
Indian Institute of Management and Commerce
6-1-91, Khairatabad, Hyderabad-500 004.