TULSIRAMJI GAIKWAD-PATIL COLLEGE OF ENGINEERING & TECHNOLOGY
Wardha Road, Nagpur - 441108
Accredited with NAAC A+ Grade & NBA Accredited (EE, ME, CE & ECE)
Approved by AICTE, New Delhi, Govt. of Maharashtra
(An Autonomous Institution Affiliated to Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur)

An Autonomous Institute

Department of Business Administration (UG)

Bachelor of Business Administration BBA

Teaching Scheme & Syllabus Sem IV

Considering

National Education Policy 2020

From

Academic Year 2026-27

Designed as per AICTE Model Curriculum 2024 for BBA

Vision of Institute

To emerge as a learning Center of Excellence in the National Ethos in domains of Science, Technology and Management.

Mission of Institute

- To strive for rearing standard and stature of the students by practicing high standard of professional ethics, transparency, and accountability.
- To provide facilities and services to meet the challenges of industry and society.
- To facilitate socially responsive research, innovation and entrepreneurship.
- To ascertain holistic development of the students and staff members by inculcating knowledge and profession as work practices.

Vision of the Department

To become learning Centre for management by producing professionally committed managers who will contribute in positive sense towards society and nation building at large.

Mission of the Department

- To be an epitome for higher learning by developing effective leaders and entrepreneurs who anticipate, analyze & manage contemporary as well as emerging business and social issues.
- To ensure sustainable growth in association with Industry leaders, Professional bodies, Local community and international organization.

Course Structure and Credit Distribution

Programme: Bachelor of Business Administration
Scheme of Instructions: Second Year BBA Semester – IV

SN	Type	Sub Code	Subject	Contact Hours			Credits	% Weightage				ESE Duration Hours	Total Marks
				L	T	P		CT-1	CT-II	CA	ESE		
1	CC	UBA12401	Entrepreneurship and Startup Ecosystem	2	0	0	2	07	07	06	30	2	50
2	CC	UBA12402	Operations Management	4	0	0	4	15	15	10	60	3	100
3	CC	UBA12403	Financial Management	4	0	0	4	15	15	10	60	3	100
4	CC	UBA12404	Business Research Methodology	4	0	0	4	15	15	10	60	3	100
5	VAC	UBA12405	Geopolitics and Impact on Business	2	0	0	2	07	07	06	30	2	50
6	CC	UBA12406	International Business	2	0	0	2	07	07	06	30	2	50
7	SEC	UBA12406	Design Thinking and Innovation	2	0	0	2	07	07	06	30	2	50
				20	0	0	20	73	73	54	300	17	500

TOTAL CREDITS: 60+20=80

Course Category	CC	AEC	MDE	VAC	SEC
Credits	16	0	0	2	2
Cumulative Sum	52	6	6	8	8

				24-05-2025	3
Chairman	Dean	Vice Principal	Principal	Date of BOS	Version

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Program: Bachelor of Business Administration Semester-IV

Teaching Scheme		**BBA12401 Entrepreneurship and Startup Ecosystem**	**Examination Scheme**	
Theory	2 Hr/week		**CT-I**	07 Marks
Tutorial	0 Hr/week		**CT-II**	07 Marks
Total Credits	**2**		**CA**	06 Marks
Duration of ESE: 2 Hrs.			**ESE**	30 Marks
Pre-Requisites: Principles of Management, Basics of Business Communication			**Total Marks**	50 Marks

Course Objectives

1. To develop an entrepreneurial mindset, understanding key characteristics, theories, and motivations of successful entrepreneurs.
2. To cultivate opportunity recognition, systematic ideation, and comprehensive business feasibility assessment capabilities.
3. To analyze the startup ecosystem framework, inc BBAtion networks, accelerator programs, and institutional/governmental schemes.

Course Contents

Unit I	**Foundations of Entrepreneurship**: Concept, nature, definitions, and evolution of entrepreneurship; Characteristics, competencies, and mindset of successful entrepreneurs; Entrepreneurial motivation (push and pull factors, McClelland's theory); Types of entrepreneurs; Intrapreneurship vs. Entrepreneurship; Role of entrepreneurship in economic growth
Unit II	**Opportunity Identification and Feasibility Analysis**: Sources of business ideas (market transitions, technological advancements, consumer pain points); Creative problem-solving techniques and environmental scanning (SWOT, PESTLE); Opportunity screening and validation; Comprehensive Feasibility Analysis: Product/Service feasibility, Industry and Target Market feasibility
Unit III	**The Startup Ecosystem and Institutional Support**: Defining a startup; Life cycle stages of a startup venture; Architecture of the Indian startup ecosystem; Role of Technology Business IncBBAtors (TBIs), University IncBBAtors, and Startup Accelerators; Mentorship ecosystems; Government initiatives and support: Startup India Action Plan, Standup India, Make in India, Atal Innovation Mission (AIM), MSME schemes

Text Books

T.1	Charantimath, Poornima M., Entrepreneurship Development and Small Business Enterprises, 3rd Edition, Pearson Education India, 2018.
T.2	Desai, Vasant, The Dynamics of Entrepreneurial Development and Management, 6th Edition, Himalaya Publishing House, 2019.
Reference Books	
R.1	Ries, Eric, The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses, Crown Business, 2011.
R.2	Kuratko, Donald F., and Rao, T. V., Entrepreneurship: A South-Asian Perspective, Cengage Learning India, 2016.
Useful Links (NPTEL)	
1	NPTEL Course on "Entrepreneurship Essentials" by Prof. Manoj Kumar Mondal, IIT Kharagpur: https://nptel.ac.in/courses/110105067

CO Code	Course Outcomes	CL	Class Sessions
BBA12401.1	Understand and explain foundational concepts, motivational drivers, competencies, and types of entrepreneurship in economic growth.	2	06
BBA12401.2	Identify, screen, and evaluate commercial business opportunities and conduct multi-dimensional market, technical, and financial feasibility analyses.	3	06
BBA12401.3	Analyze key components of the startup ecosystem, leveraging incubator facilities, mentorship programs, and government promotional schemes.	4	06

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Program : Bachelor of Business Administration Semester-IV

Teaching Scheme		**BBA12402 Operations Management**	**Examination Scheme**	
Theory	4 Hrs/week		**CT-I**	15 Marks
Tutorial	0 Hr/week		**CT-II**	15 Marks
Total Credits	**4**		**CA**	10 Marks
Duration of ESE: 3 Hrs.			**ESE**	60 Marks
Pre-Requisites: Principles of Management, Business Statistics			**Total Marks**	**100 Marks**

Course Objectives

1. To understand the strategic role and fundamental principles of operations and production management in manufacturing and service industries.
2. To analyze facility location, design efficient plant layouts, and evaluate assembly line balancing techniques.
3. To master production planning and control (PPC), aggregate capacity planning, and material requirement systems.
4. To apply quantitative and selective inventory management models for cost optimization and uninterrupted supply flows.

Course Contents

Unit I	Introduction to Operations & Production Management: Concept, nature, scope, and historical evolution of operations management; Transformation model and systems view of operations; Differences between manufacturing and service operations; Operations strategy and competitive priorities (Cost, Quality, Flexibility, Delivery speed); Role of operations manager in modern business enterprises.
Unit II	Facility Location and Plant Layout: Factors influencing plant/facility location; Qualitative and quantitative models for facility location (Factor Rating Method, Locational Break-Even Analysis); Plant Layout: Concept, objectives, and importance; Types of layouts: Product Layout, Process Layout, Fixed Position Layout, and Cellular Layout; Basic concepts of Assembly Line Balancing and Cycle Time.
Unit III	Production Planning and Control (PPC): Objectives, functions, and stages of PPC: Routing, Scheduling, Dispatching, Expediting, and Follow-up; Aggregate Production Planning (APP) strategies; Master Production Schedule (MPS); Material Requirements Planning (MRP-I) and Manufacturing Resource Planning (MRP-II); Capacity Requirements Planning (CRP).

Unit IV	Inventory Management and Supply Chain Basics: Nature, types, and functions of inventory; Associated inventory costs (Holding, Ordering, Shortage); Deterministic inventory models: Economic Order Quantity (EOQ), Reorder Point (ROP), and Safety Stock; Selective inventory control techniques: ABC Analysis, VED Analysis, FSN Analysis; Overview of modern supply chain management and warehousing.
Text Books	
T.1	Mahadevan, B., Operations Management: Theory and Practice, 3rd Edition, Pearson Education India, 2015.
T.2	Chary, S. N., Production and Operations Management, 6th Edition, Tata McGraw-Hill Education, 2019.
Reference Books	
R.1	Chase, R. B., Shankar, R., & Jacobs, F. R., Operations and Supply Chain Management, 14th Edition, McGraw-Hill Education, 2018.
R.2	Stevenson, William J., Operations Management, 13th Edition, McGraw-Hill Education, 2021.
Useful Links (NPTEL)	
1	NPTEL Course on "Operations Management" by Prof. Inderdeep Singh, IIT Roorkee: https://nptel.ac.in/courses/112107238

CO Code	Course Outcomes	CL	Class Sessions
BBA12402.1	Explain the core concepts, principles, evolution, and strategic importance of operations management in manufacturing and service environments.	3	12
BBA12402.2	Apply quantitative and qualitative models to evaluate facility location choices and design optimal plant layouts and assembly lines.	5	12
BBA12402.3	Construct and evaluate production plans, master schedules, aggregate capacity plans, and material requirement models (MRP).	5	12
BBA12402.4	Determine optimal order quantities, reorder points, safety stock levels, and selective inventory control classifications (ABC/VED/FSN).	3	12

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Program : Bachelor of Business Administration Semester-IV

Teaching Scheme		**BBA12403 Financial Management**	**Examination Scheme**	
Theory	4 Hrs/week		**CT-I**	15 Marks
Tutorial	0 Hrs/week		**CT-II**	15 Marks
Total Credits	**4**		**CA**	10 Marks
Duration of ESE: 3 Hrs.			**ESE**	60 Marks
Pre-Requisites: Financial Accounting, Cost Accounting, Time Value of Money principles			**Total Marks**	100 Marks

Course Objectives

1. To understand the fundamental concepts, nature, scope, and objectives of financial management in corporate decision making.
2. To apply time value of money techniques and evaluate capital budgeting investment proposals using discounted and non-discounted criteria.
3. To compute components of the cost of capital, determine the Weighted Average Cost of Capital (WACC), and design capital structures.
4. To analyze business and financial risk through leverage mechanics and evaluate corporate dividend distribution policies.

Course Contents

Unit I	**Foundations of Financial Management**: Concept, nature, scope, and significance of financial management; Financial goals: Profit Maximization vs. Shareholders' Wealth Maximization; Functions and key decisions of finance manager (Investment, Financing, Dividend, Liquidity decisions); Agency problem and corporate governance; Time Value of Money: Compounding and discounting techniques, Present Value (PV) and Future Value (FV) of single cash flow
Unit II	**Capital Budgeting Decisions**: Meaning, significance, and capital budgeting process; Cash flow estimation (Incremental cash flows, sunk costs, opportunity costs); Investment appraisal techniques: Non-discounted techniques (Payback Period, Accounting Rate of Return - ARR); Discounted Cash Flow (DCF) techniques: Net Present Value (NPV), Internal Rate of Return (IRR), Modified IRR (MIRR), and Profitability Index (PI); Comparison of NPV vs. IRR; Capital rationing under financial constraints.

Unit III	**Cost of Capital and Capital Structure Theories**: Concept, significance, and classification of cost of capital; Computation of specific cost of capital: Cost of Debt (pre-tax and post-tax), Cost of Preference Shares (redeemable and irredeemable), Cost of Equity (Dividend Valuation model, CAPM approach), Cost of Retained Earnings; Weighted Average Cost of Capital (WACC) using book value and market value weights; Marginal cost of capital; Capital structure meaning and determinants; Theories of capital structure: Net Income (NI) approach, Net Operating Income (NOI) approach
Unit IV	**Leverage Analysis and Dividend Decisions**: Concept and measurement of leverage; Operating Leverage (Degree of Operating Leverage - DOL); Financial Leverage (Degree of Financial Leverage - DFL); Combined Leverage (Degree of Combined Leverage - DCL); EBIT-EPS Indifference point analysis; Dividend decisions: Meaning, types of dividends (cash, stock dividends, bonus shares, share repurchases); Determinants of dividend policy; Dividend theories: Relevance theories (Walter's Model, Gordon's Model)
Text Books	
T.1	Pandey, I. M., Financial Management, 12th Edition, Vikas Publishing House, New Delhi, 2021.
T.2	Chandra, Prasanna, Financial Management: Theory and Practice, 10th Edition, Tata McGraw-Hill Education, 2019.
Reference Books	
R.1	Khan, M. Y., and Jain, P. K., Financial Management: Text, Problems and Cases, 8th Edition, McGraw-Hill Education, 2018.
R.2	Van Horne, James C., and Dhamija, Sanjay, Financial Management and Policy, 12th Edition, Pearson Education, 2012.
Useful Links (NPTEL)	
1	NPTEL Course on "Financial Management for Managers" by Prof. Anil K. Sharma, IIT Roorkee: https://nptel.ac.in/courses/110107144

CO Code	Course Outcomes	CL	Class Sessions
BBA12403.1	Explain the fundamental principles of corporate financial management and compute time value of money valuations for compounding and discounting cash flows.	3	12
BBA12403.2	Evaluate long-term capital investment proposals using both traditional and discounted cash flow (NPV, IRR, PI) capital budgeting appraisal techniques.	5	12
BBA12403.3	Calculate component costs of debt, equity, and retained earnings, determine WACC, and evaluate capital structure theories for financial optimization.	4	12
BBA12403.4	Analyze operating, financial, and combined leverage to assess risk exposure and examine dividend policy decisions using theoretical valuation models.	4	12

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Program: Bachelor of Business Administration Semester-IV

Teaching Scheme		**BBA12404 Business Research Methodology**	**Examination Scheme**	
Theory	4 Hrs/week		**CT-I**	15 Marks
Tutorial	0 Hr/week		**CT-II**	15 Marks
Total Credits	**4**		**CA**	10 Marks
Duration of ESE: 3 Hrs.			**ESE**	60 Marks
Pre-Requisites: Business Statistics, Managerial Economics, Basic Computer Applications			**Total Marks**	100 Marks

Course Objectives

1. To develop a clear understanding of the scientific research process, problem formulation, and hypothesis development in business contexts.
2. To understand exploratory, descriptive, and causal research designs and apply measurement and scaling techniques effectively.
3. To evaluate probability and non-probability sampling methods and construct reliable primary and secondary data collection tools.
4. To perform data editing, coding, and apply parametric and non-parametric hypothesis testing techniques for empirical business research.

Course Contents

Unit I	**Introduction to Business Research & Problem Definition**: Meaning, nature, scope, and significance of business research; Scientific research process: Induction vs. Deduction; Types of research: Basic, Applied, Quantitative, and Qualitative; Identification and formulation of business research problem; Literature review: Importance, sources, and gap identification; Developing theoretical framework; Types of variables: Independent, Dependent, Mediating, and Moderating
Unit II	**Research Design and Measurement Scaling**: Concept, need, and features of a good research design; Types of research design: Exploratory Research (Literature search, Focus groups, Depth interviews), Descriptive Research (Cross-sectional and Longitudinal studies), Causal/Experimental Research (Independent variables, control groups, internal and external validity); Measurement and Scaling: Primary scales of measurement (Nominal, Ordinal, Interval, Ratio)
Unit III	**Sampling Design and Data Collection Methods**: Population, Census vs. Sample survey; Steps in sampling design; Determination of sample size; Probability Sampling Techniques: Simple Random, Systematic, Stratified, and Cluster Sampling; Data Collection: Primary data sources (Questionnaire design principles, structured/unstructured interviews, observation methods, pilot testing); Secondary data sources and evaluation criteria.

Unit IV	**Data Processing and Hypothesis Testing**: Data preparation: Editing, coding, classification, tabulation, and handling missing data; Descriptive statistics: Measures of central tendency, dispersion, skewness, and kurtosis; Hypothesis testing procedure: Null vs. Alternative hypothesis, Type I and Type II errors, level of significance, and p-value; Non-Parametric tests: Chi-Square test of independence and goodness of fit; Correlation and Simple Linear Regression basics.
Text Books	
T.1	Kothari, C. R., and Garg, Gaurav, Research Methodology: Methods and Techniques, 4th Edition, New Age International Publishers, 2019.
T.2	Cooper, Donald R., and Schindler, Pamela S., Business Research Methods, 12th Edition, Tata McGraw-Hill Education, 2014.
Reference Books	
R.1	Bajpai, Naval, Business Research Methods, 2nd Edition, Pearson Education India, 2017.
R.2	Saunders, Mark, Lewis, Philip, and Thornhill, Adrian, Research Methods for Business Students, 8th Edition, Pearson Education, 2019.
Useful Links (NPTEL)	
1	NPTEL Course on "Marketing Research and Analysis" by Prof. J. K. Nayak, IIT Roorkee: https://nptel.ac.in/courses/110107080

CO Code	Course Outcomes	CL	Class Sessions
BBA12404.1	Formulate well-defined business research problems, conceptual models, and testable research hypotheses.	3	12
BBA12404.2	Select appropriate exploratory, descriptive, or experimental research designs and construct valid, reliable measurement scales.	4	12
BBA12404.3	Design probability and non-probability sampling plans, determine sample sizes, and construct effective data collection instruments.	4	12
BBA12404.4	Perform statistical data processing and execute parametric (t-test, ANOVA) and non-parametric (Chi-Square) hypothesis tests on business datasets.	4	12

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Program : Bachelor of Business Administration Semester-IV

Teaching Scheme		**BBA12405 Geopolitics and Impact on Business**	**Examination Scheme**	
Theory	2 Hrs/week		**CT-I**	07 Marks
Tutorial	0		**CT-II**	07 Marks
Total Credits	**2**		**CA**	06 Marks
Duration of ESE: 2 Hrs.			**ESE**	30 Marks
Pre-Requisites: Environmental Studies, Macroeconomics, Indian Economy			**Total Marks**	50 Marks

Course Objectives

1. To introduce foundational concepts of geopolitics, geoeconomics, and shifting international power dynamics affecting business.
2. To analyze the operational and strategic impact of regional trade blocs, multilateral treaties, and protectionist economic policies.
3. To evaluate the strategic importance of global transit corridors, maritime choke points, and supply chain re-shoring trends.

Course Contents

Unit I	Introduction to Geopolitics and Geoeconomics: Meaning, scope, and evolution of geopolitics and geoeconomics; Concepts of nation-state, sovereignty, borders, and national interest; Hard power vs. Soft power vs. Smart power; Transition from a unipolar world to a multipolar global order; Interaction between national foreign policies, diplomacy, and global business strategies.
Unit II	Multilateral Institutions, Regional Blocs, and Trade Politics: Roles, mandates, and changing dynamics of WTO, IMF, World Bank, and UN; Rise of regional economic integration and trade blocs: European Union (EU), ASEAN, BRICS+, Quad, SCO, GCC, and USMCA; Trade agreements (FTAs, CEPA), tariff and non-tariff barriers, economic nationalism, and reciprocal protectionist policies.
Unit III	Global Trade Corridors, Maritime Choke Points, and Supply Chains: Strategic maritime choke points: Strait of Malacca, Suez Canal, Bab el-Mandeb, Strait of Hormuz, and Panama Canal; Strategic transcontinental corridors: India-Middle East-Europe Economic Corridor (IMEC), International North-South Transport Corridor (INSTC), and Belt & Road Initiative (BRI); Supply chain vulnerability, nearshoring, friendshoring, and decoupling/de-risking strategies.

Text Books

T.1	Khanna, Parag, The Future Is Asian: Commerce, Conflict, and Culture in the 21st Century, Simon & Schuster, 2019.
T.2	Marshall, Tim, Prisoners of Geography: Ten Maps That Explain Everything About the World, Scribner, 2016.
Reference Books	
R.1	Bremmer, Ian, The Power of Crisis: How Three Threats—and Our Response—Will Change the World, Simon & Schuster, 2022.
R.2	Friedman, George, The Next 100 Years: A Forecast for the 21st Century, Anchor Books, 2010.
Useful Links (NPTEL)	
1	NPTEL Course on "International Business" by Prof. J. K. Nayak, IIT Roorkee: https://nptel.ac.in/courses/110107145

CO Code	Course Outcomes	CL	Class Sessions
BBA12405.1	Understand and explain core concepts of geopolitics, geoeconomics, sovereignty, and shifting multipolar dynamics.	2	06
BBA12405.2	Analyze the influence of regional economic integration blocs (BRICS+, EU, ASEAN) and trade barriers on business operations.	4	06
BBA12405.3	Assess structural vulnerabilities across maritime transit choke points, strategic transport corridors, and global supply networks.	4	06

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Program : Bachelor of Business Administration Semester-IV

Teaching Scheme		**BBA12406 International Business**	**Examination Scheme**	
Theory	2 Hrs/week		**CT-I**	07 Marks
Tutorial	0		**CT-II**	07 Marks
Total Credits	**2**		**CA**	06 Marks
Duration of ESE: 2 Hrs.			**ESE**	30 Marks
Pre-Requisites: Principles of Marketing, Business Economics, Global Trade Basics			**Total Marks**	50 Marks

Course Objectives

1. To introduce the fundamental concepts, drivers, scope, and multidimensional environment of international business.
2. To analyze classical and modern theories of international trade and understand the impact of commercial trade policies and tariffs.
3. To evaluate modes of entry into foreign markets and assess strategic alternatives for international market penetration.

Course Contents

Unit I	Introduction to International Business & Global Environment: Meaning, nature, evolution, and scope of international business; Differences between domestic and international business; Drivers and motivations for internationalization; Forces favoring and restraining globalization; International business environment: Economic, political, legal, socio-cultural (Hofstede's cultural dimensions), and technological environments; Multinational Enterprises (MNEs) and their role in global business under NEP 2020.
Unit II	Theories of International Trade and Commercial Policies: Mercantilism; Classical trade theories: Absolute Advantage (Adam Smith), Comparative Advantage (David Ricardo); Modern theories: Heckscher-Ohlin (Factor Proportion) Theory, Leontief Paradox, Product Life Cycle Theory of Trade, Porter's Diamond Model of National Competitive Advantage; Commercial trade policy instruments: Tariff barriers (ad-valorem, specific), non-tariff barriers (quotas, embargoes, technical barriers to trade), subsidies, and anti-dumping measures.
Unit III	International Market Entry Strategies & Alliances: Scanning foreign markets and market selection process; Foreign market entry modes: Exporting (Direct and Indirect), Turnkey projects, Licensing and Franchising; Contract manufacturing and management contracting; Strategic alliances, International Joint Ventures (IJVs); Foreign Direct Investment (FDI): Greenfield investments vs. Cross-border Acquisitions; FDI determinants, benefits, costs, and decision framework for selecting appropriate entry modes.

Text Books	
T.1	Cherunilam, Francis, International Business: Text and Cases, 6th Edition, PHI Learning Pvt. Ltd., New Delhi, 2020.
T.2	Daniels, John D., Radebaugh, Lee H., and Sullivan, Daniel P., International Business: Environments and Operations, 16th Edition, Pearson Education, 2018.
Reference Books	
R.1	Hill, Charles W. L., and Jain, Arun K., International Business: Competing in the Global Marketplace, 10th Edition, McGraw-Hill Education, 2017.
R.2	Paul, Justin, International Business, 6th Edition, PHI Learning Pvt. Ltd., 2018.
Useful Links (NPTEL)	
1	NPTEL Course on "International Business" by Prof. J. K. Nayak, IIT Roorkee: https://nptel.ac.in/courses/110107145

CO Code	Course Outcomes	CL	Class Sessions
BBA12406.1	Explain the fundamental drivers, institutional scope, and multidimensional environmental factors influencing international business decisions.	2	06
BBA12406.2	Apply classical and modern international trade theories to evaluate patterns of global trade, tariff mechanisms, and non-tariff trade barriers.	3	06
BBA12406.3	Analyze and select optimal foreign market entry modes and strategic alliance structures based on market characteristics and organizational capabilities.	4	06

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Program : Bachelor of Business Administration Semester-IV

Teaching Scheme		**BBA12407 Design Thinking and Innovation**	**Examination Scheme**	
Theory	2 Hr/week		**CT-I**	07 Marks
Tutorial	0 Hr/week		**CT-II**	07 Marks
Total Credits	**2**		**CA**	06 Marks
Duration of ESE: 2 Hrs.			**ESE**	30 Marks
Pre-Requisites: Creative Problem Solving, Basics of Organizational Behavior			**Total Marks**	50 Marks

Course Objectives

1. To understand the principles, mindset, and multi-stage framework of human-centered Design Thinking.
2. To cultivate practical empathy skills using observation, customer interviews, and user journey mapping.
3. To synthesize complex user insights into actionable Problem Statements and 'How Might We' (HMW) opportunity questions.

Course Contents

Unit I	**Introduction to Design Thinking & Innovation Mindset**: Concept, origin, and philosophy of Design Thinking; Analytical thinking vs. Design thinking; The Double Diamond Model (Discover, Define, Develop, Deliver); Stages of Design Thinking (Empathize, Define, Ideate, Prototype, Test); Types of innovation (Incremental, Radical, Architectural, and Disruptive); Fostering creative confidence and overcoming cognitive biases.
Unit II	**Empathize Phase (Immersing in the User Experience)**: Importance of human-centered empathy in business innovation; Primary ethnographic field methods: Participant observation, 'Fly-on-the-wall', and in-depth contextual interviews; Developing empathy interview guides; Tools for synthesizing qualitative empathy data: Empathy Maps (Says, Thinks, Does, Feels), User Personas, and Customer Journey Mapping (CJM);
Unit III	**Define Phase (Reframing the Core Challenge):** Synthesizing user research findings; Affinity clustering and insight generation; Crafting actionable Point of View (POV) problem statements (User + Need + Insight); Framing generative 'How Might We' (HMW) opportunity questions; Establishing design criteria, boundary conditions, and evaluation metrics for viable solutions.

Text Books

T.1	Brown, Tim, Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation, Harper Business, 2019.
T.2	Kelley, Tom, and Kelley, David, Creative Confidence: Unleashing the Creative Potential Within Us All, Crown Business, 2013.

Reference Books	
R.1	Liedtka, Jeanne, and Ogilvie, Tim, Designing for Growth: A Design Thinking Tool Kit for Managers, Columbia University Press, 2011.
R.2	Lewrick, Michael, Link, Patrick, and Leifer, Larry, The Design Thinking Playbook, John Wiley & Sons, 2018.
Useful Links (NPTEL)	
1	NPTEL Course on "Design Thinking - A Primer" by Prof. Ashwin Mahalingam, IIT Madras: https://nptel.ac.in/courses/110106124

CO Code	Course Outcomes	CL	Class Sessions
BBA12407.1	Explain the core philosophy, Double Diamond framework, and human-centered design thinking methodologies for creative problem-solving.	2	06
BBA12407.2	Execute qualitative field research, build Empathy Maps, and map customer journeys to identify latent unmet customer needs and pain points.	3	06
BBA12407.3	Synthesize user research findings into defined Point of View (POV) problem statements and actionable 'How Might We' opportunity questions.	4	06